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Director of Health

**Mark Morewitz, M.S.W.**  
Executive Secretary

TEL (415) 554-2666  
FAX (415) 554-2665  
Web Site: <http://www.sfdph.org>

**MINUTES**

**JOINT CONFERENCE COMMITTEE FOR  
ZUCKERBERG SAN FRANCISCO GENERAL  
HOSPITAL AND TRAUMA CENTER  
Tuesday, April 25, 2023 3:00 p.m.  
101 Grove Street, Room 300  
San Francisco, CA 94102 & via Webex**

**1) CALL TO ORDER**

Present: Commissioner Laurie Green, M.D.  
Commissioner Susan Belinda Christian, J.D.

Excused: Commissioner Edward A. Chow, M.D., Chair

Staff: Susan Ehrlich MD, Lukejohn Day MD, Emma Perez, Gabriel Ortiz MD, James Frieberg,  
Gillian Otway, Jenna Bilinski, Jennifer Boffi, Claire Horton MD, Angelica Journagin, Adrian Smith,  
Emma Moore, Alexander Shoemaker

The meeting was called to order at 3:02pm.

**2) APPROVAL OF THE MINUTES OF THE MARCH 28, 2023 ZUCKERBERG FRANCISCO GENERAL JOINT  
CONFERENCE COMMITTEE MEETING**

Mr. Morewitz noted that Commissioner Chow requested that the following corrections be made in the minutes:

Commissioner Comments:

Commissioner Green is impressed with the number of patients seen by the Ophthalmology Department and asked for more information regarding staffing issues related to cataract surgery. Dr. Day stated that the issue is that more space is needed for outpatient services; currently these procedures must be done in the operating rooms. There is a backlog of patients due to the delay of these services during the pandemic.

Commissioner Chow asked why cataract surgery is not being done at ZSFG inpatient outpatient clinics surgery. Dr. Day stated that the biggest impediment was infection control because not all regulatory measures were able to be provided in the current set-up of the ZSFG outpatient clinics. He noted that it may be possible after renovations to Building 5 that this procedure may be done there.

Action Taken: The Committee unanimously approved the amended March 28, 2023 meeting minutes.

**3) REGULATORY AFFAIRS REPORT**

Emma Moore, Director of Regulatory Affairs, presented the item.

Commissioner Comments:

Commissioner Green asked what the barriers are to meeting QAPI plans of correction goals. Ms. Moore stated that she does not see any major barriers to achieving these goals; ZSFG has done a great job with identifying what needs to be done and developed a realistic timeline.

**4) ZSFG CHIEF EXECUTIVE OFFICER’S REPORT AND EMERGENCY DEPARTMENT NEWSLETTER**

Susan Ehrlich, Chief Executive Officer, presented the item.

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# QUALITY

## 1. Successful Opiate Treatment Outpatient Program (OTOP) Survey

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On Friday, March 17<sup>th</sup>, the Opiate Treatment Outpatient Program (OTOP) had a successful survey with the Department of Health Care Services (DHCS)! The surveyor toured the OTOP facility, viewed dosing, visited offsite locations, conducted staff interviews and reviewed patient records. Following the survey, no significant findings were identified! The surveyor was exceptionally positive about the program and recognized a number of best practices she wished to share with similar programs around the state. She highlighted both the care and compassion expressed by the staff. Congratulations to OTOP on another successful survey. Our deepest gratitude for providing outstanding service to our community and setting the standards for opiate use treatment for 50 years!



# SAFETY

## 2. COVID-19 Returning Safely Together

As San Francisco's and California's COVID-19 Health Orders come to an end, ZSFG has made the following changes to COVID-related operations in order to align with state and city guidelines:

### ***Vaccine Clinic Closure***

On April 1<sup>st</sup>, ZSFG permanently closed the Building 30 Vaccine Clinic. Over the course of the pandemic, our vaccination team provided 21,000 MPX vaccinations, over 214,000 COVID-19 vaccinations, and over 8,000 flu vaccinations for the patients and communities of San Francisco. Moving forward, patients will be referred back to their primary care clinics for COVID-19, MPX, or flu vaccination needs.

Our remarkable vaccine clinic staff have been serving San Francisco's residents for over three years. Our team is comprised of 42 doctors and nurses who administer the vaccines and 18 greeters who organize, inform and prepare the patients for their vaccinations. A majority of the team has worked with DPH since the start of the pandemic at different test sites and were consolidated to ZSFG to administer the Pfizer and Moderna vaccines. As time went on and the need expanded, the clinic began to provide COVID-19 boosters, MPX vaccinations, flu shots and COVID-19 test kits. Many thanks to our incredible Building 30 vaccination clinic team who has been a vital part of the City's emergency response!



### ***Updated Patient Masking Guidelines***

Effective April 10<sup>th</sup>, masks were no longer required for patients in ambulatory DPH clinical sites, including at ZSFG. Moving forward, masks will be encouraged, but not required of patients, clients, and visitors in individual exam rooms, consultation rooms, and procedure rooms. However, staff are still required to wear masks on all areas of ZSFG's campus where patients are present.

Masks continue to be required for patients, clients, and visitors when entering buildings on the ZSFG campus and will continue to be worn in lobbies, hallways, waiting rooms, elevators and other shared spaces. Masks are encouraged in individual exam rooms, consultation rooms, and procedure rooms but patients and visitors without signs or symptoms of respiratory illness may remove their masks in these rooms. However, all patients, clients, and visitors are required to wear masks in inpatient and residential health care settings, including our 4A Skilled Nursing Facility. All staff have the option to use a more protective mask, such as an N95 respirator, if they choose to do so.

# EQUITY

## 3. Black Maternal Health Week

The week of April 10<sup>th</sup> marks the annual recognition of Black Maternal Health, and this year's theme is, "Our Bodies Belong to Us: Restoring Black Autonomy and Joy!" While there is much work to do to protect and promote Black mothers' health nationally and locally, this is also a great time to celebrate the joys of Black maternity and parenting and highlight the work we do here at ZSFG.

This work is critical. Internationally, the US has the highest maternal mortality rate compared to other high-income nations, with Black birthing people three times more likely to die due to complications of pregnancy and birth. In California there has been some progress, where the rate of pregnancy-related deaths has been cut in half in the last 15 years. At ZSFG, it has been shown that the major drivers of pregnancy-related deaths are hemorrhage, cardiovascular conditions, and infection. ZSFG has focused on these health risks and how they relate to Cesarean births. Fortunately, at 21%, our C-section rate is the lowest in the county and nearly half the national average.

Some other highlights to share about ZSFG's outstanding services for birthing people:

- The CDC rates ZSFG at a Level IV for maternity care, meaning we have the highest ability to handle the most complex maternal conditions and deliveries.
- ZSFG has a Community Accountability Board made up, in part, by Black San Franciscans who received obstetric or gynecological care in the Obstetrics, Midwifery, and Gynecology Clinic. This allows us to address inequities in Black maternal health care and to form positive relationships with the community. They are reviewing our research projects, health interventions, hiring practices and strategic planning, ensuring equity and cultural sensitivity of all the work we do here and the care we provide.
- ZSFG's Family Birth Center received the best score in terms of providing supportive and unbiased care in a county-wide survey of Black-identified birthing patients.
- ZSFG scored above average in a national survey of 806 Black birthing patients polled from 348 hospitals. This is a testament to the work of our perinatal teams.
- Because Black birthing people have a higher incidence of preeclampsia, eclampsia, and embolism, all of which can lead to complex and emergent births putting the life of the patient in danger, our staff is trained to recognize, test and manage these symptoms to make pregnancies as safe and healthy as possible.
- Research shows that when women have full control of their reproductive rights and bodies, pregnancy and birth outcomes improve. ZSFG is a leader in providing a full range of reproductive options to our patients.
- ZSFG facilitates robust unconscious bias trainings because any approach to improving Black women's quality of care must address clinicians' potential racial biases and racism toward Black people.

To celebrate this week, ZSFG featured different voices in our Daily Digest newsletter. Below are some of the incredible stories from our patients and staff:



Meet Alexandra Mitchell, RN, CNM - one of two (soon to be four) black-identified midwives in the OBGYN clinic. Alexandra is spearheading the first-ever fellowship specifically for a black-identified midwives and recognizes the importance of representation.

“Seeing a person that looks like you come into the room that's providing care for you really makes a difference with my patients. I'm their midwife and all of these scary things are happening and they don't understand what's going on, you know, so the impact is huge.” — Alexandra Mitchell, RN, CNM



Lauren (center) is a ZSFG patient who recently participated in the Black Centering Pregnancy program at ZSFG, a first-of-its-kind program for Black birthing people that provides prenatal care in a group setting that aims to empower them to feel ownership of their bodies. The Black Centering Midwifery-Led Group offers prenatal care while building trust, belonging, community, and resource-sharing in a racially and culturally safe space.

“This was a good group for me. This was my first baby, so just being able to come here, learn things, ask questions, and just to have that support was really, really comforting,” Lauren shares.

Asmara and Charmaine (right and left, respectively) have been running the Black Centering program that allows birthing people of similar due dates to share their experiences, learn to take their own blood pressure, and develop a personal birth plan that advocates for having their delivery the way they want it.

## DEVELOPING OUR PEOPLE

### 4. New ZSFG Leadership



#### ***Angelica Journagin – New Chief Administrative Officer***

ZSFG is thrilled and delighted to welcome our new Chief Administrative Officer, Angelica Journagin, JD, MHA! Angelica comes to us from the Trinity Health system, Mid-Atlantic Region, where she was Director of Planning, Project Management Office and Patient Experience. There she was responsible for strategic planning and patient flow and experience. Previously she was the Vice President of Planning and External Affairs for Unity Health Care Inc., a Federally Qualified Health Center, in Washington, DC. Her areas of expertise include strategic planning, project management, program and service evaluation, grants management, government affairs, and federally qualified health centers, among other things. She received her JD from Tulane University and her Bachelor of Science from Middle Tennessee

State University.

Angelica will be working to support the Executive Team and all staff to achieve our strategic True North goals in the areas of Equity, Quality, Safety, Care Experience, Developing our People and Financial Stewardship. ZSFG is proud to have Angelica as a part of our team!



#### ***Lisa Winston – Associate Medical Director of Med/Surg***

ZSFG is excited to announce that Dr. Lisa Winston has accepted the position of Associate Medical Director of Med/Surg starting on July 1<sup>st</sup>, 2023. Lisa is a truly outstanding and trusted colleague whose track record demonstrates her excellence in clinical care, teaching, and leadership. She will be a tremendous asset to the Med/Surg Leadership team.

Clinically, Lisa practices on both the Internal Medicine Service and on the Infectious Diseases consult service. She has previously served as Vice Chief for the Department of Medicine as well as co-site director for the Infectious Diseases Fellowship, and she continues to serve as our Hospital Epidemiologist. She will soon also complete a successful Chief of Medical Staff term. Her expert leadership continues to provide critical contributions towards our hospital's successful pandemic responses and rebooting of our organization's patient safety program. She has consistently demonstrated her commitment to our patients, staff and organization, and is an active practitioner of principle-based leadership, humble inquiry, evidenced-based improvement, partnership, and collaboration. And for those who have had the great privilege of knowing Lisa, she is also a wonderful person who brings our shared values and mission to all of her endeavors. As she approaches this new role, she brings excitement, curiosity, energy, and drive.

## DEVELOPING OUR PEOPLE

### 5. ZSFG Healthcare Recognitions

This past month, ZSFG celebrated the following healthcare recognitions in honor of our staff and the incredible work they do every single day!

#### ***Social Work Month***

March was Social Work Month! This year's theme, Social Work Breaks Barriers, speaks to how our social workers empower people and communities to overcome barriers that prevent them from living life to the fullest. Every day our ZSFG social workers build bridges and break barriers for patients in so many ways. They are essential to our teams in improving health outcomes for our patients. Every ZSFG service – emergency and trauma, urgent care,

pediatrics, primary and specialty care, critical care, medical-surgical, skilled nursing, behavioral health, oncology, palliative care, and dialysis, etc. – is touched by the guiding hands of our social workers.

Social Workers play a key role in helping patients and their families along their journey of healing. This journey may include assisting patients in crisis and/or families whose loved ones are in crisis. They help patients deal with severe or chronic illness, provide information and guidance regarding substance use or mental health treatment, link them to community resources, and support them with their transition to home and community. And when a patient is experiencing difficult emotional issues, they provide counseling and support.

Social Workers strive to honor a patient’s wishes and may also be advocates, viewing the issues that patients face through a lens of equity and social justice. Last year, our medical inpatient social workers alone responded to more than 10,000 consults, seeing more than 6,000 patients. Thousands more patients are seen by social workers in emergency and outpatient care and other services. In these and other areas of the hospital, what really counts is that individual connection with patients, and listening to what they need.

To celebrate our social workers, staff nominated their colleagues for an award in honor of the six National Association of Social Workers (NASW) Social Work Values: Service, Justice, Integrity, Human Relationships, Competence, and Dignity. Below are this year’s award winners:

- Ida B. Wells Service Award – Helen Lau, LCSW
- Ronald G. Lewis Social Justice Award – Julie Feuer, LCSW
- Diana Ming Chan Integrity Award – Carol Lam, MSW
- Mila Ruiz Tecala Importance of Human Relationships Award – Dana Rodriguez, MSW
- Antonia Pantoja Competence Award – Gracia Cuellar, MSW
- Lynette Pagnilawan Dignity and Worth of a Person Award – Diane Tam, LCSW

Congratulations to our incredible winners, and many thanks to all social workers for their commitment to serving our patients and community.

**National Doctors’ Day**

March 30<sup>th</sup> is National Doctors’ Day! On this special day, we recognize the many ways our doctors work side-by-side with our ZSFG team to create a wonderfully collaborative and supportive environment where everyone’s contributions are valued.



Together with DPH staff, our doctors advance our True North goals. During the throes of the pandemic, they worked tirelessly with our diverse, interdisciplinary team and always maintained a calm focus in the face of emergencies and challenges. Further, having a diverse group of doctors who speak a variety of languages ensures that ZSFG delivers care and makes clinical decisions in the most equitable and culturally sensitive manner possible. The richness of our diversity improves everything, from clinical care and patient outcomes to how we conduct research.

To celebrate our physicians, notes of appreciation from our patients and staff were displayed on the mezzanine of Building 25 (below). One note from a patient read, "I felt very pleased with the doctors who did their work with a lot of love and dedication. I am very pleased because they show concern for us. Thank you so much." Another stated, "I



thank you so much and I can recommend this general hospital as they are very professional and the doctors try to find a way to help you and I recommend any person to go there. They have many professionals that help you out and personable doctors. Thank you, thank you."

Our deepest appreciation for all our doctors for always going above and beyond. ZSFG is

honored, amazed, and humbled to have you!

### ***Patient Access Week***

April 2<sup>nd</sup> through April 8<sup>th</sup> is Patient Access week! This is a time to recognize our Patient Financial Services (PFS) Patient Access staff and their dedication to patients, ZSFG, and the revenue cycle. Their many contributions range from helping to facilitate patients' access to care with appointments, easing patient's minds to receive care knowing they are eligible for program coverage, and verifying sources of reimbursement for the care provided.

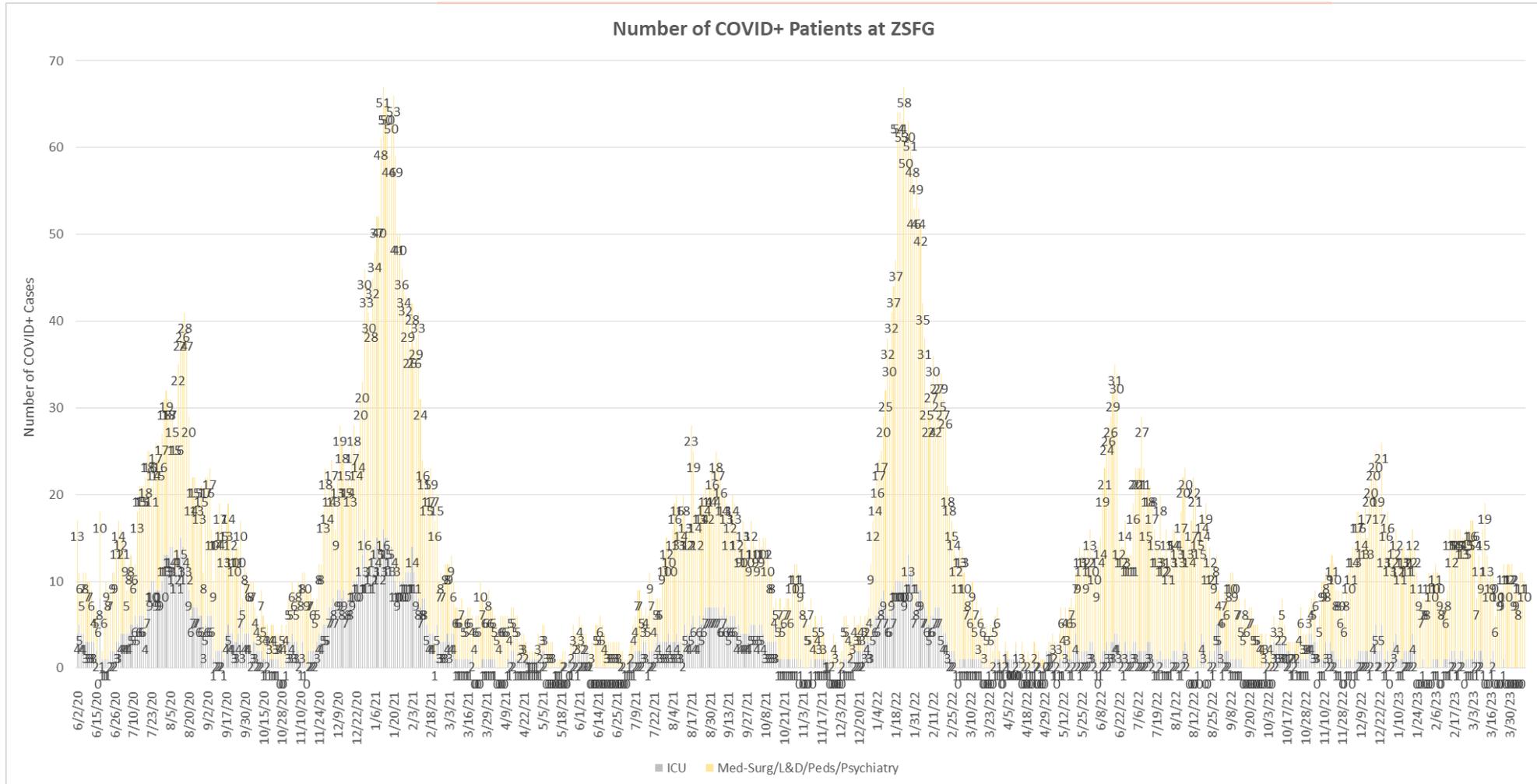
PFS Patient Access staff also support scheduling, registration, eligibility, check-in, admitting, prior authorization, program application and enrollments, financial counseling and assistance with patient transfers. Their impact is evident whether they are working upfront and visible or behind the scenes. Many thanks to all of our PFS Patient Access staff for their essential and invaluable work that is engrained throughout our network healthcare system!

### ***Aiyana Johnson – Chief Experience Officer Recognition***

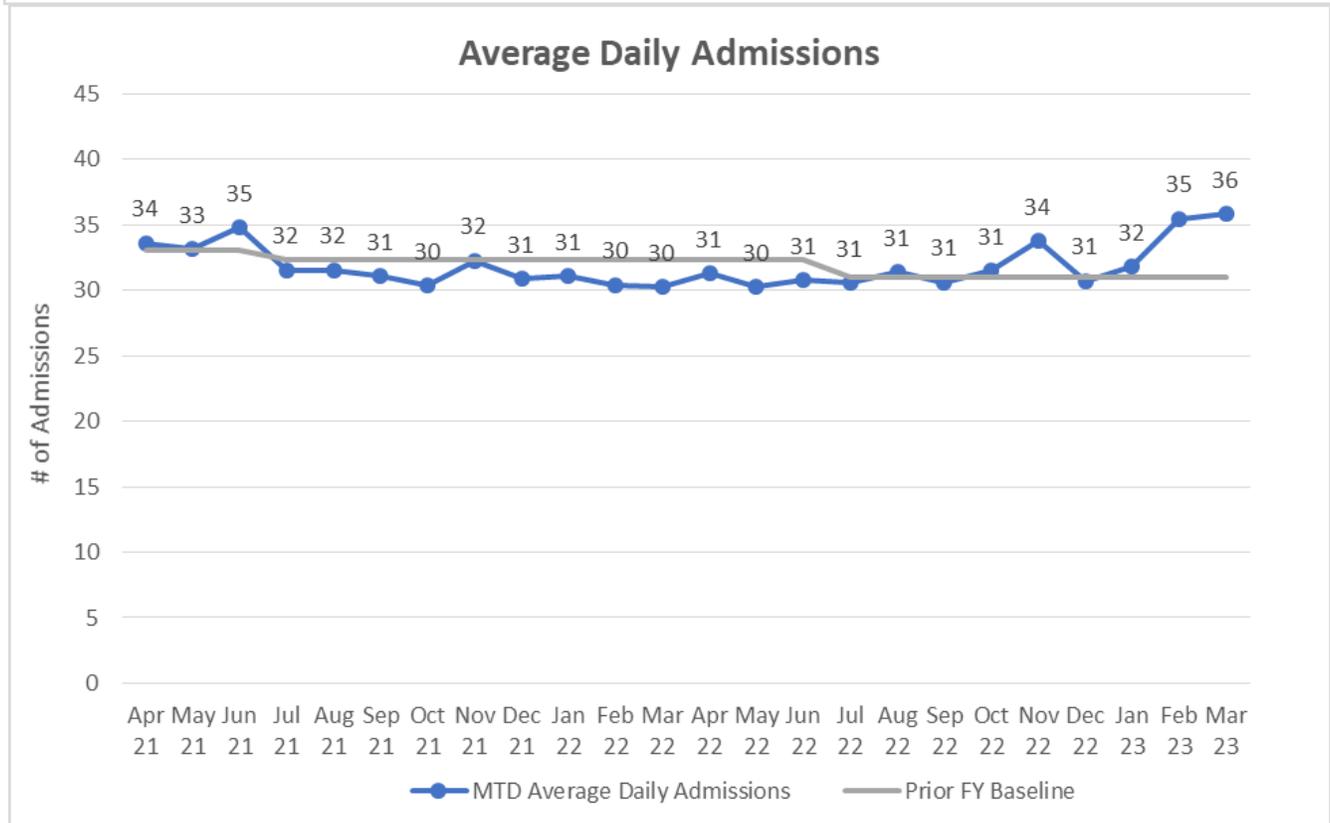
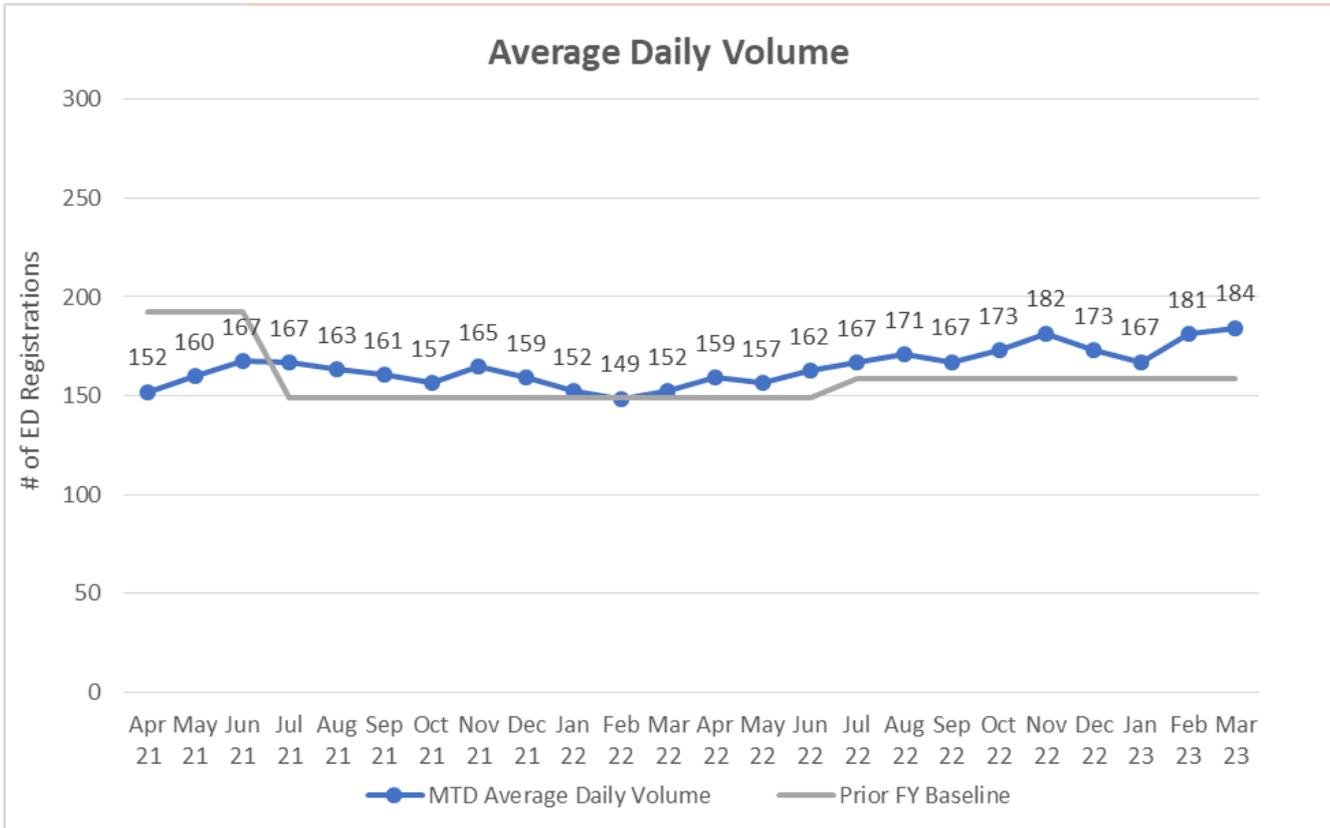
At the end of March, our Chief Experience Officer, Aiyana Johnson, MSW, MPH, was recognized as one of Becker's Healthcare 50 Chief Experience Officers to know in 2023! Becker recognizes and celebrates impactful Chief Experience Officers in hospitals and health systems across the country. Aiyana has served as ZSFG's Chief Experience Officer since 2014. As such she has led incredible changes throughout the organization that have advanced patient and staff experiences at the hospital. Congratulations to Aiyana for this amazing and well-deserved achievement! Check out more of Aiyana's story in this Women's History Month spotlight:

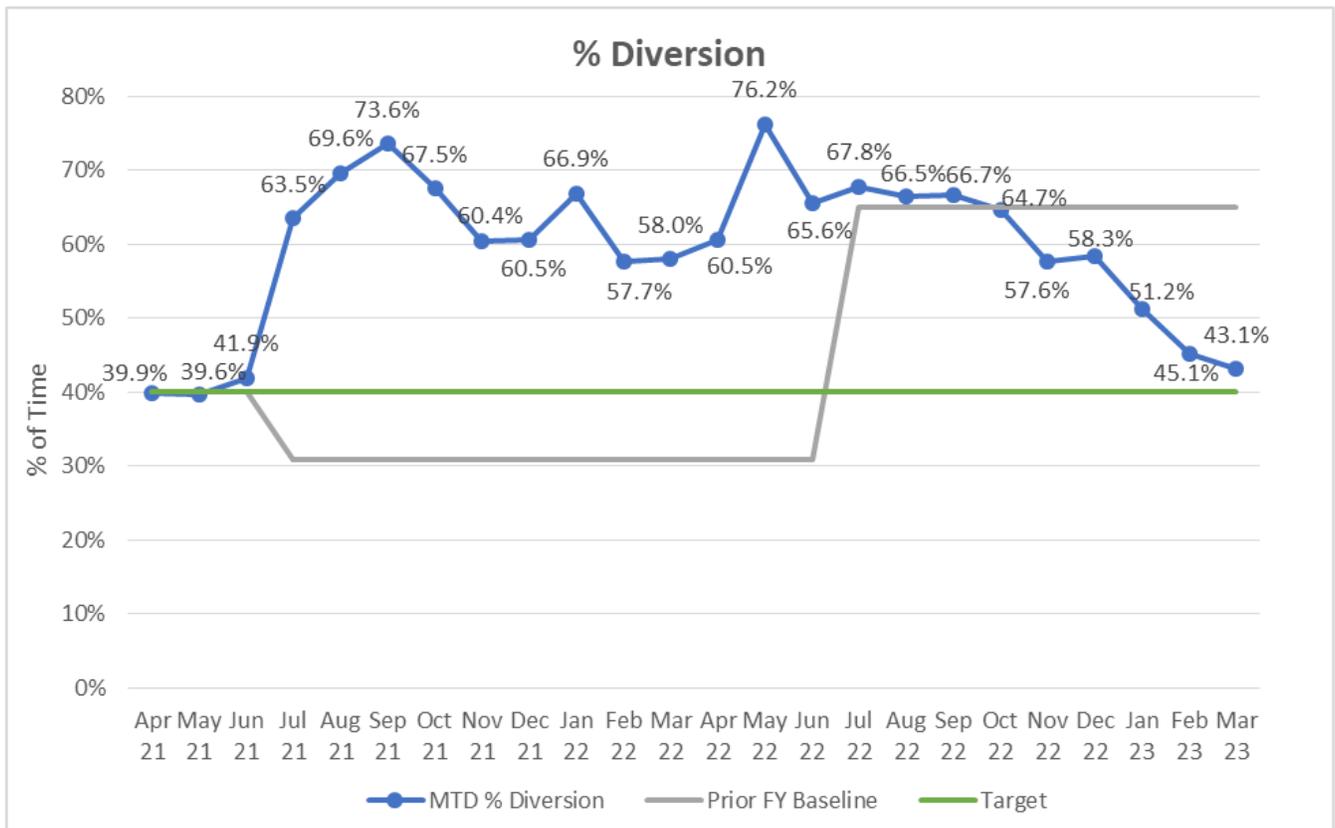
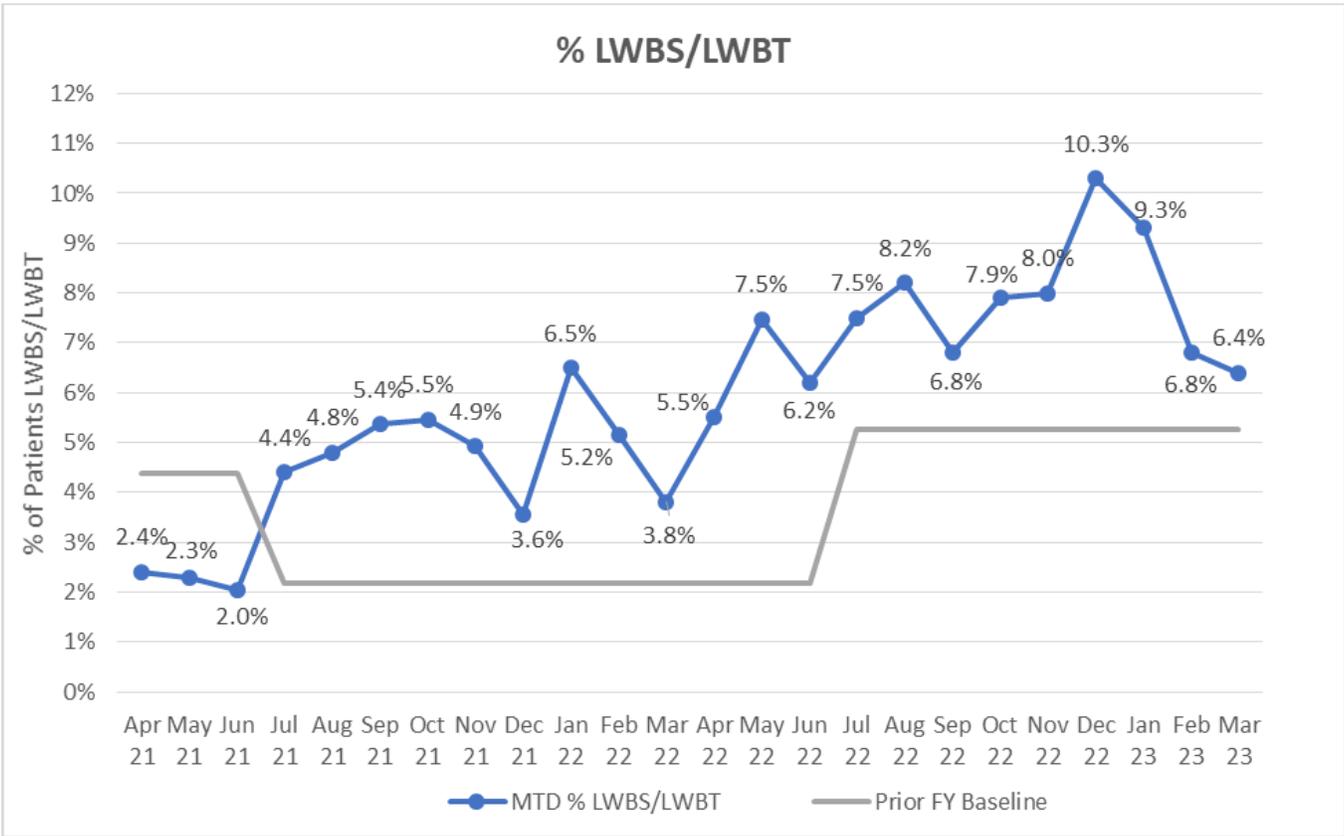


# QUALITY ZSFG COVID+ Patients

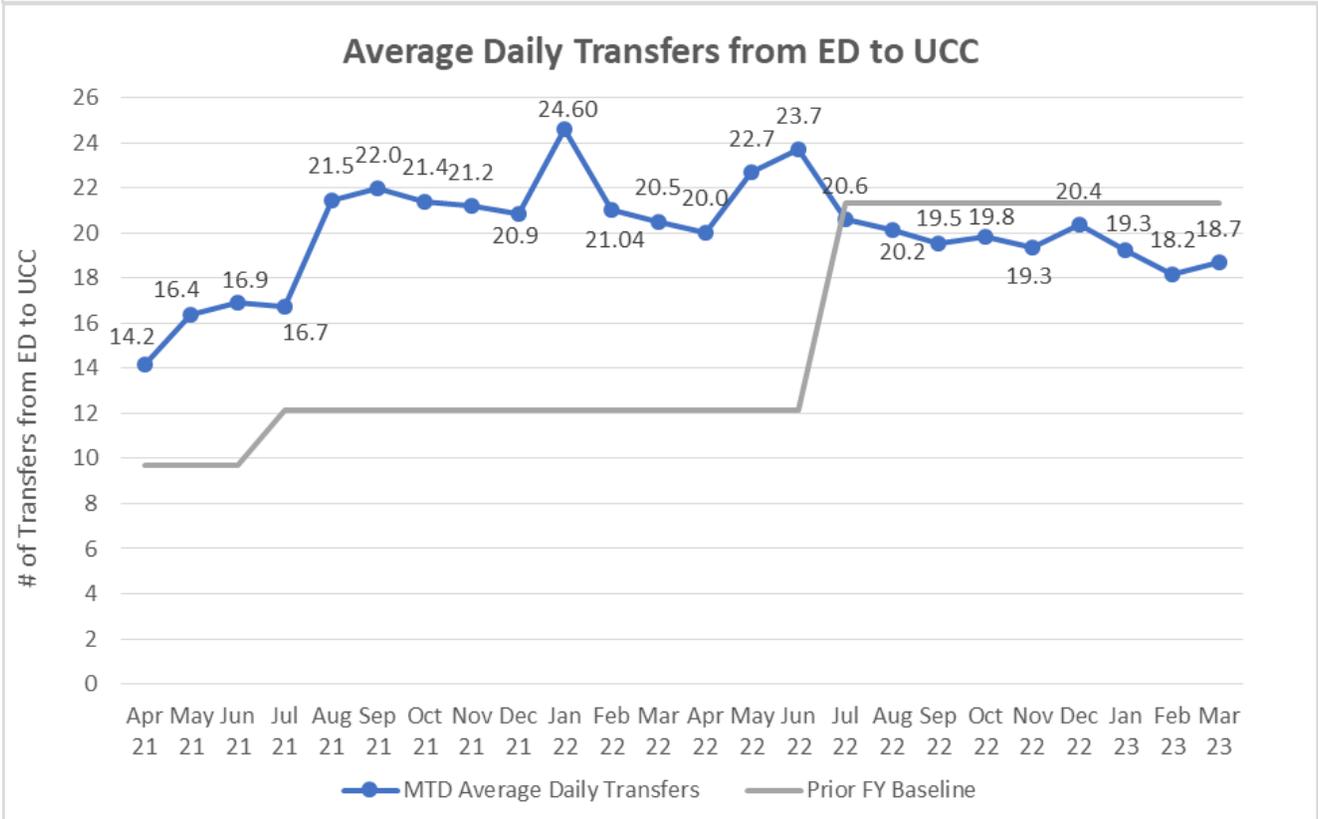
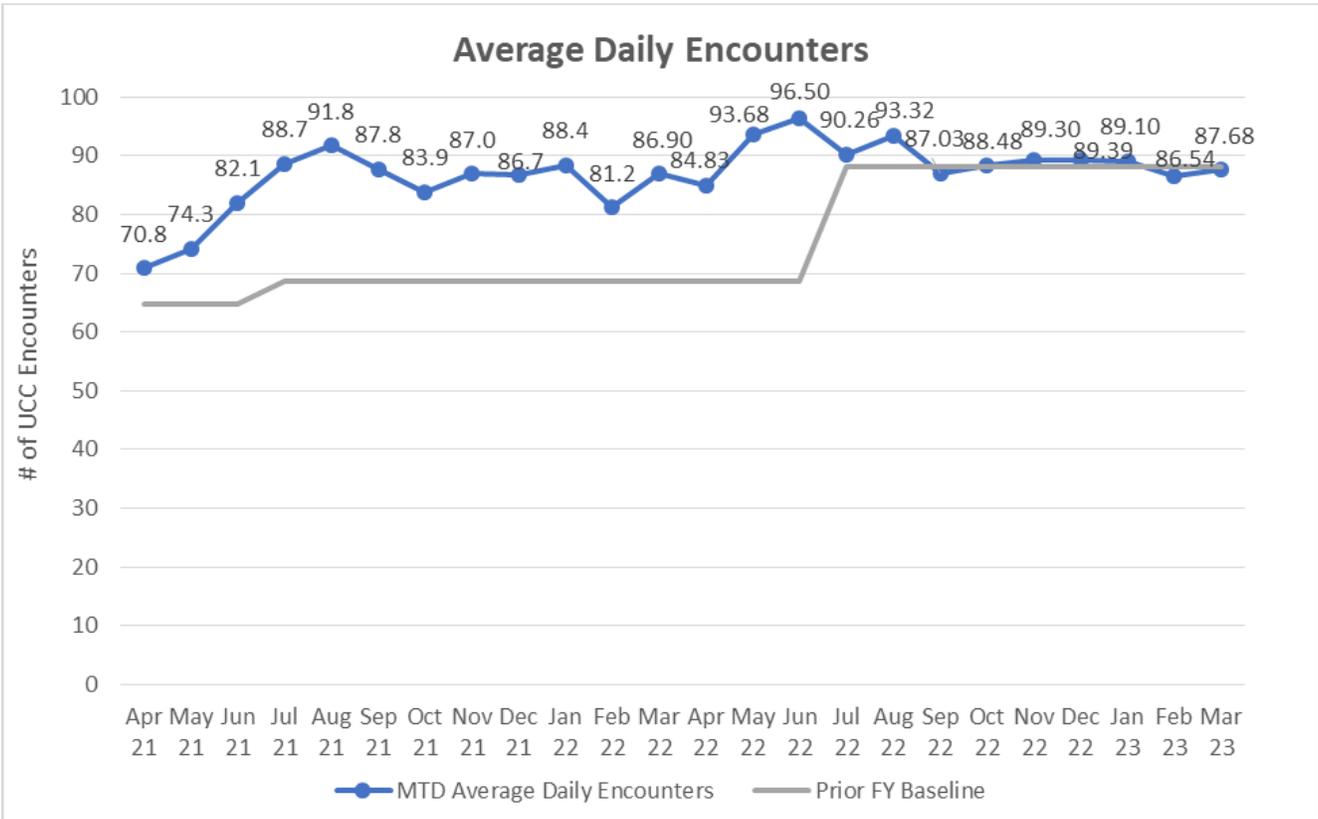


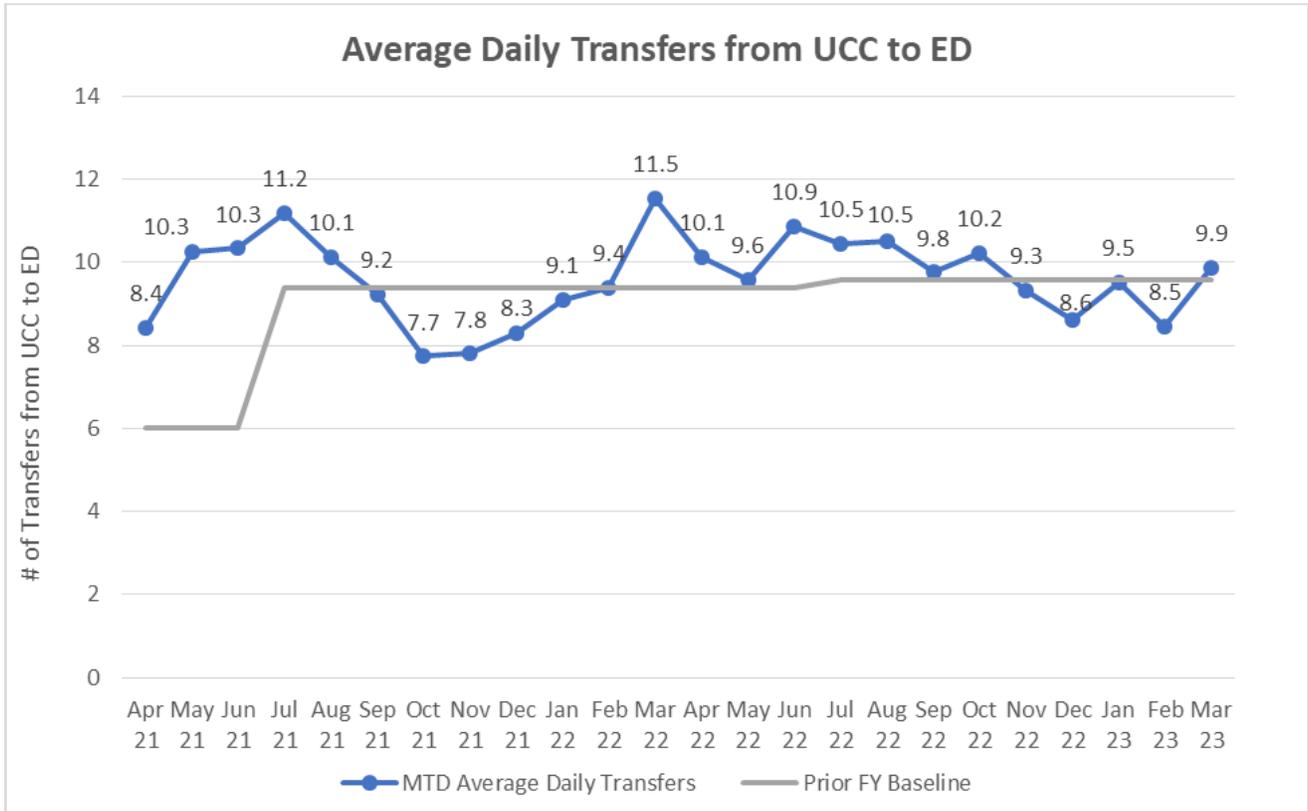
# QUALITY Emergency Department Activities



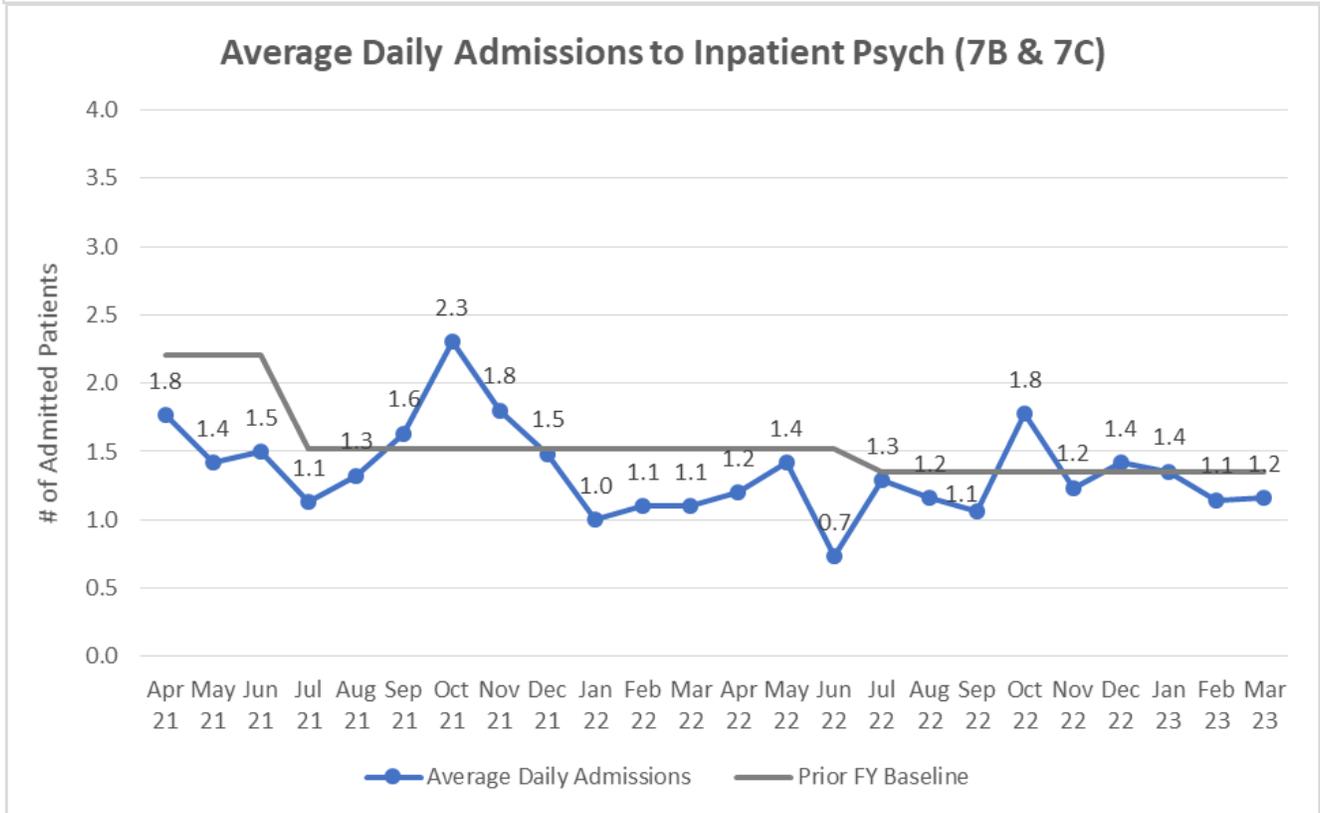
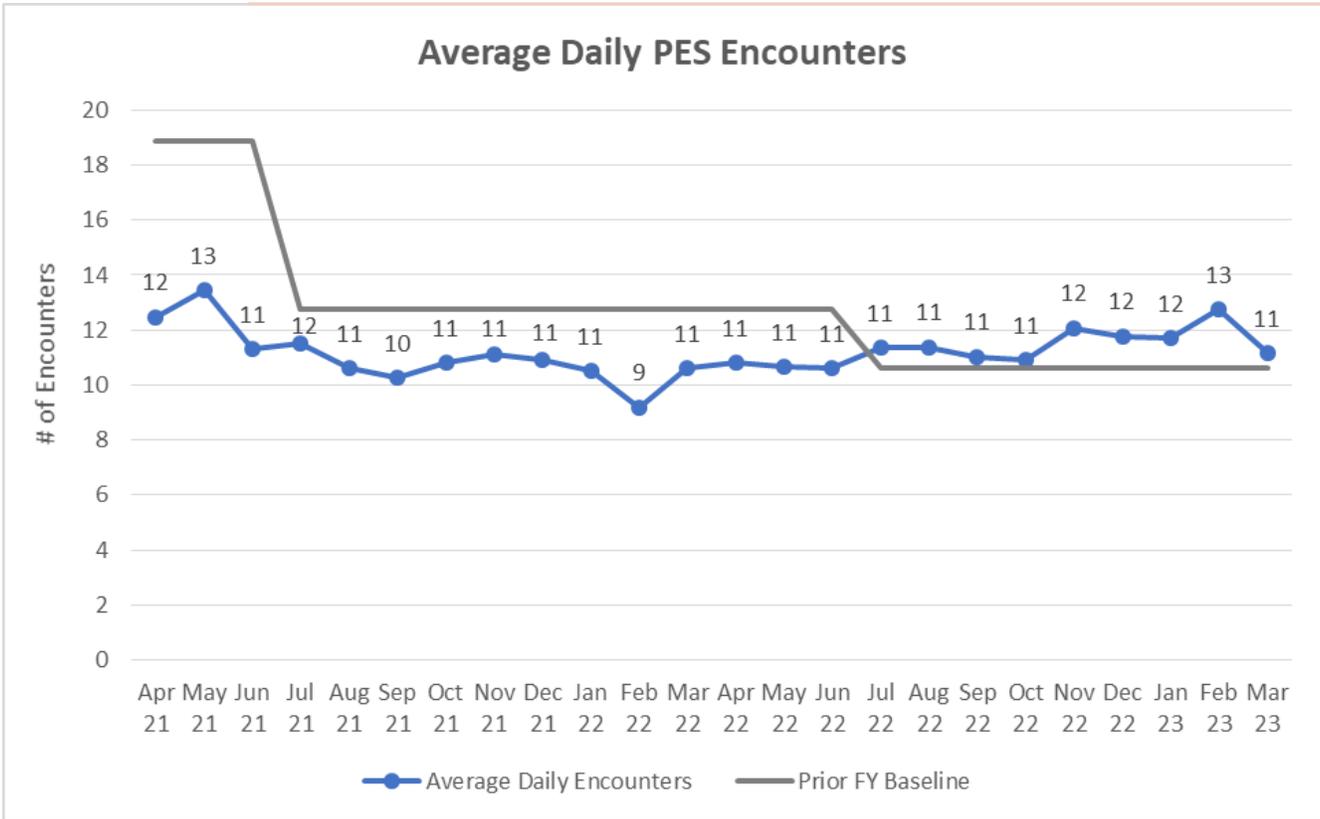


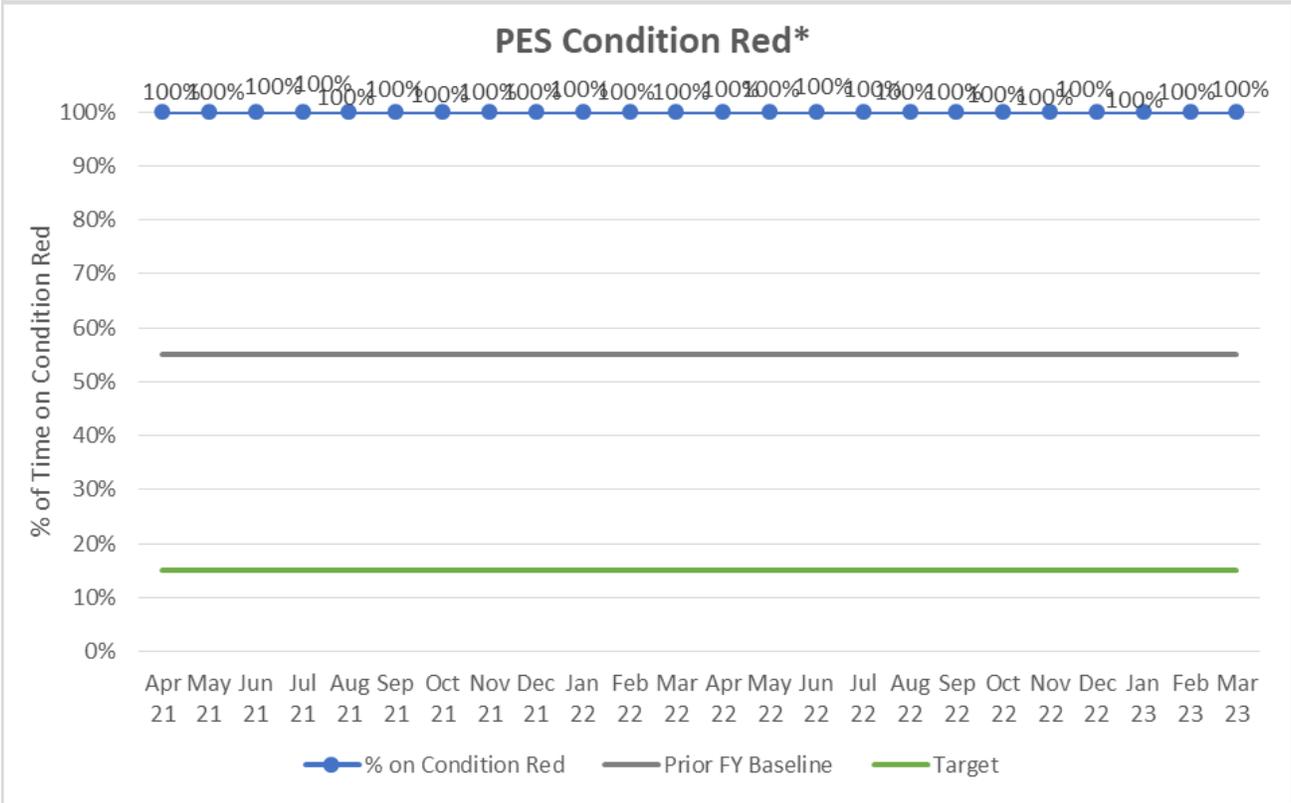
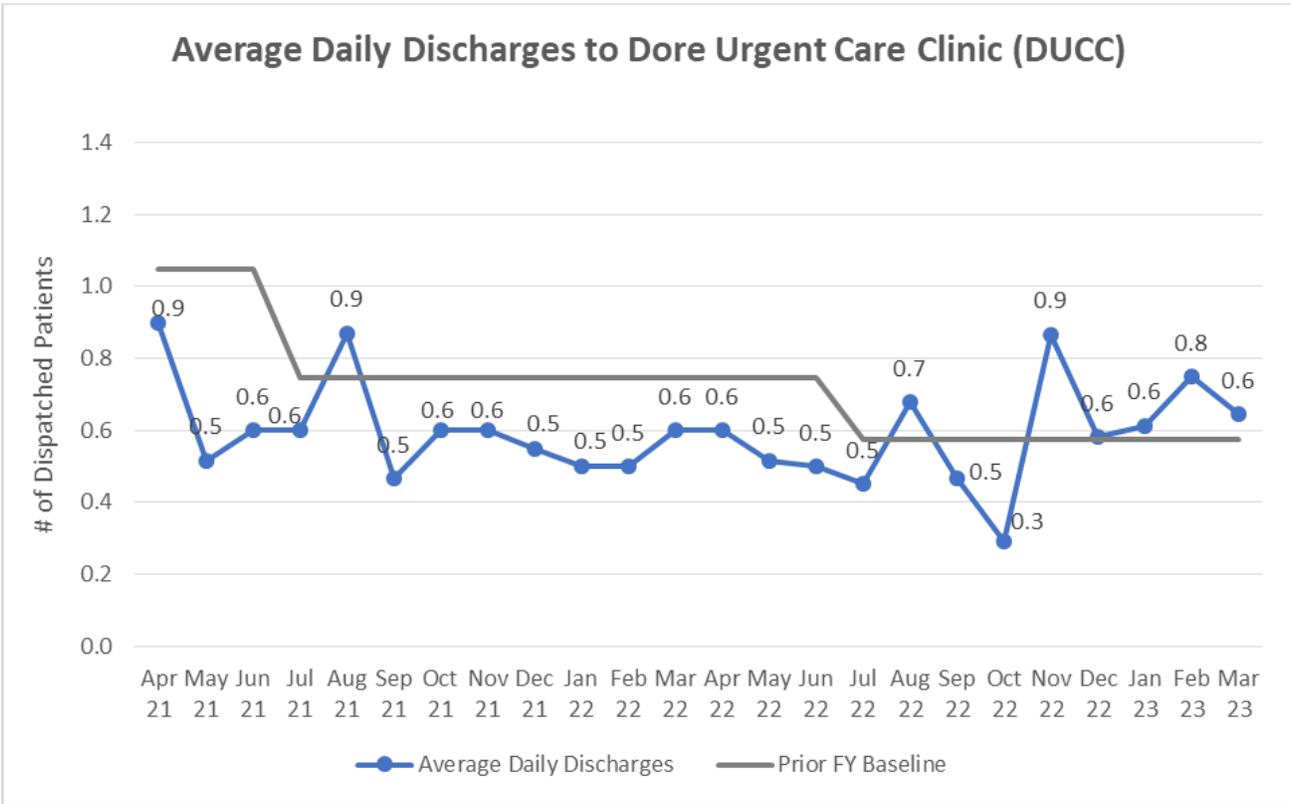
## QUALITY      Urgent Care Clinic Activities





# QUALITY Psychiatric Emergency Services Activities





**\*We are using condition red as an external communication tool to signal that patients can not directly come to PES. They must be cleared by ED first.**

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## QUALITY Average Daily Census

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### **MEDICAL/SURGICAL**

Average Daily Census of Medical/Surgical was 197.32 which is 115.39% of budgeted staffed beds and 107.24% of physical capacity. 25.28% of the Medical/Surgical days were lower level of care days: 11.13% administrative and 36.42% decertified/non-reimbursed days.

### **INTENSIVE CARE UNIT (ICU)**

Average Daily Census of ICU was 34.03 which is 121.54% of budgeted staffed beds and 58.68% of physical capacity of the hospital.

### **MATERNAL CHILD HEALTH (MCH)**

Average Daily Census of MCH was 29.32 which is 97.74% of budgeted staffed beds and 69.82% of physical capacity of the hospital.

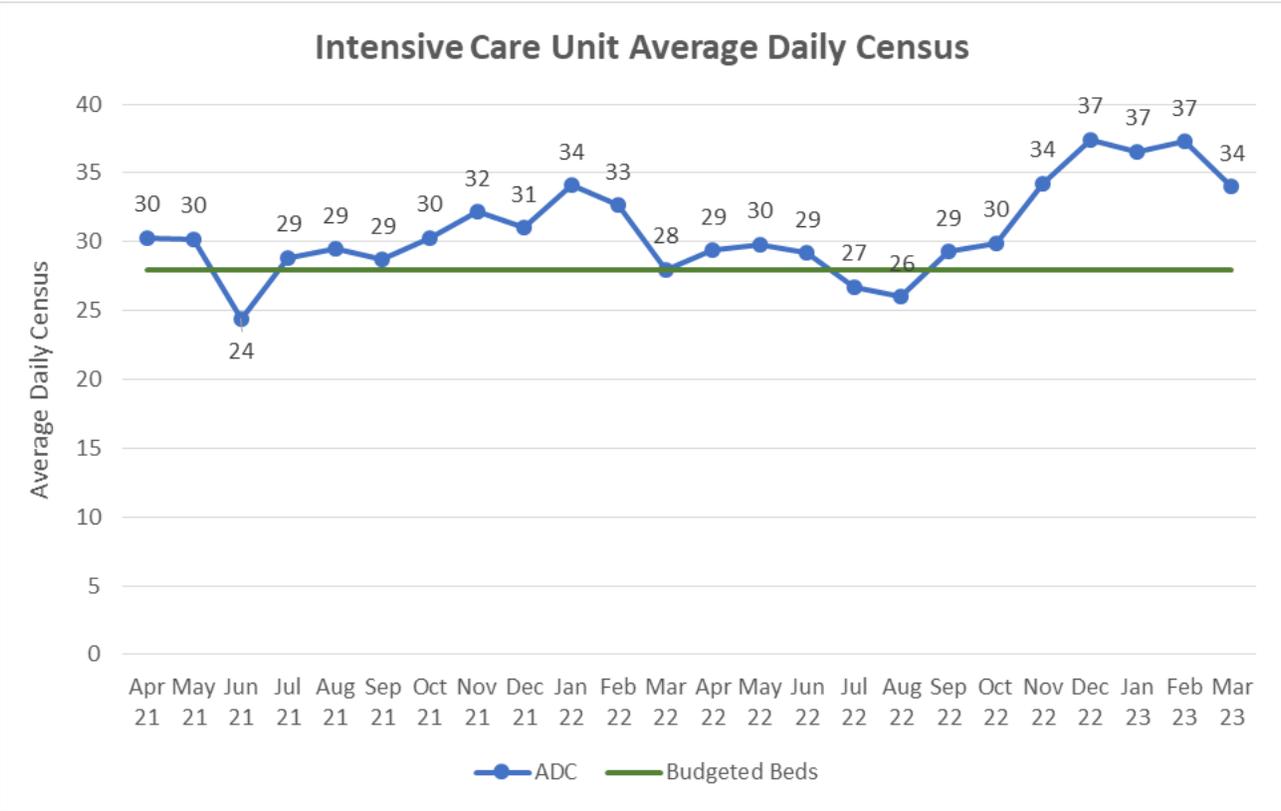
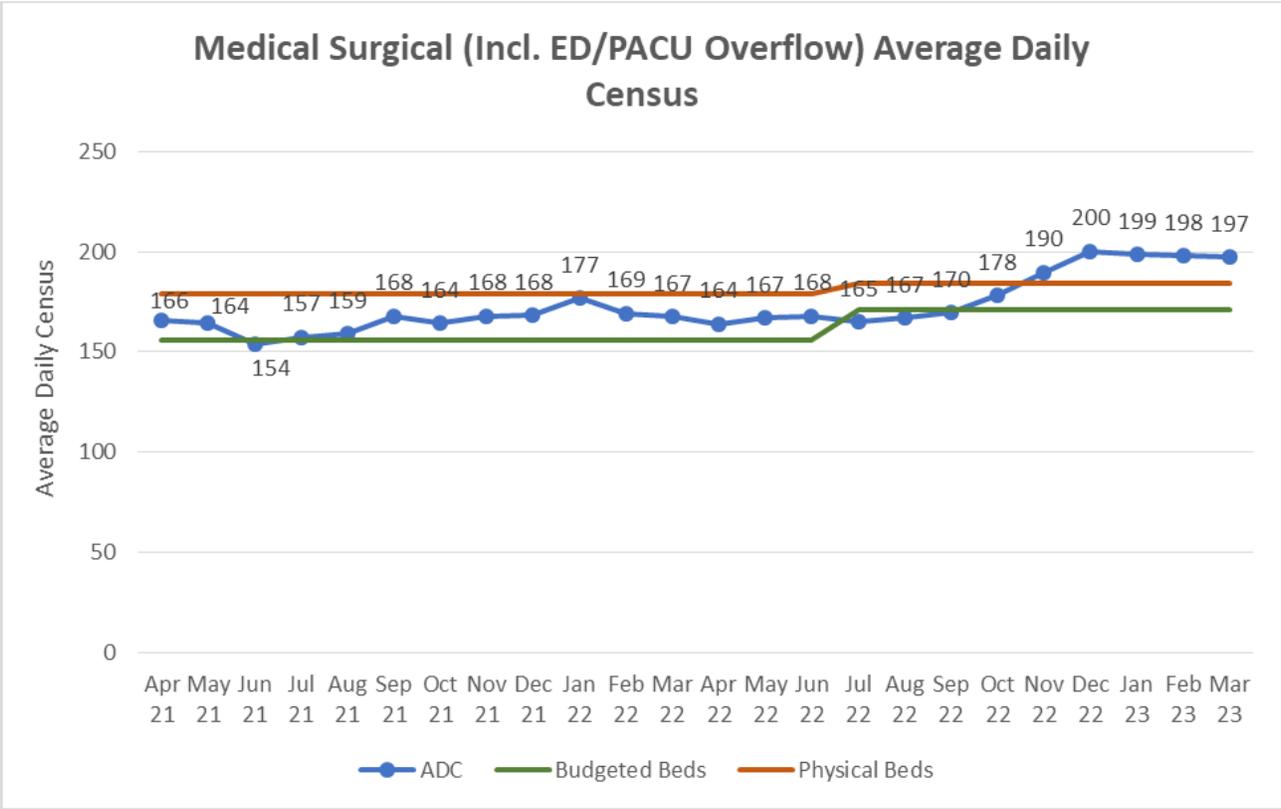
### **ACUTE PSYCHIATRY**

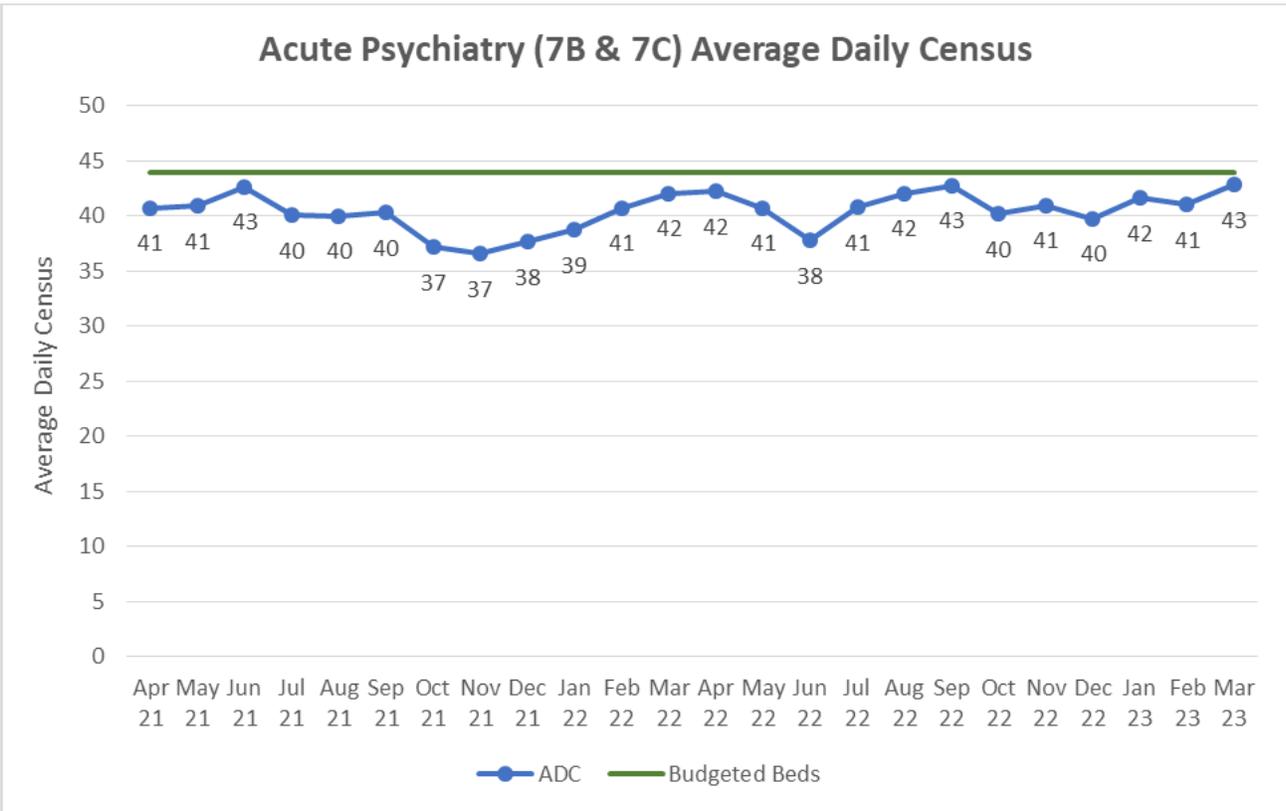
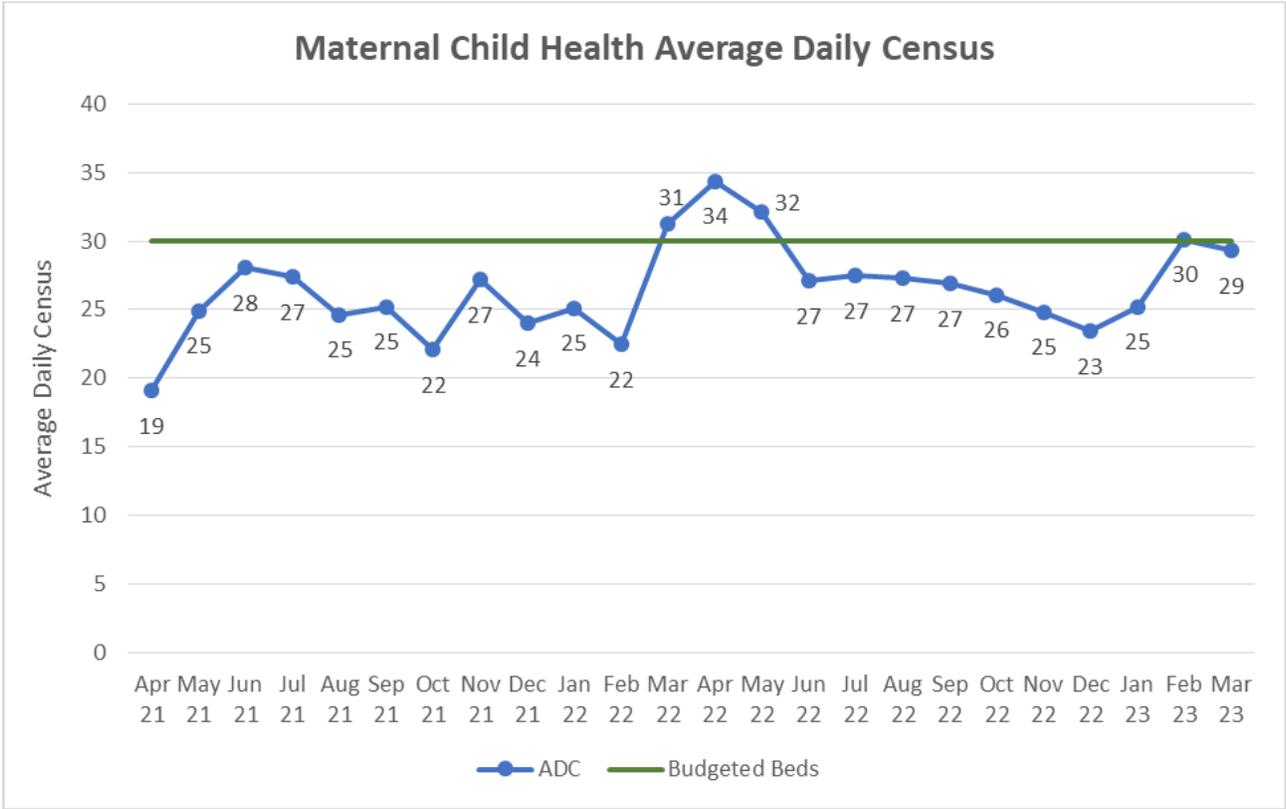
Average Daily Census for Psychiatry beds, excluding 7L, was 42.84, which is 97.36% of budgeted staffed beds and 63.94% of physical capacity (7B & 7C). Average Daily Census for 7L was 5.81, which is 82.95% of budgeted staffed beds (n=7) and 48.39% of physical capacity (n=12). Utilization Review data shows 96.62% non-acute days (32.51% administrative and 64.11% non-reimbursed).

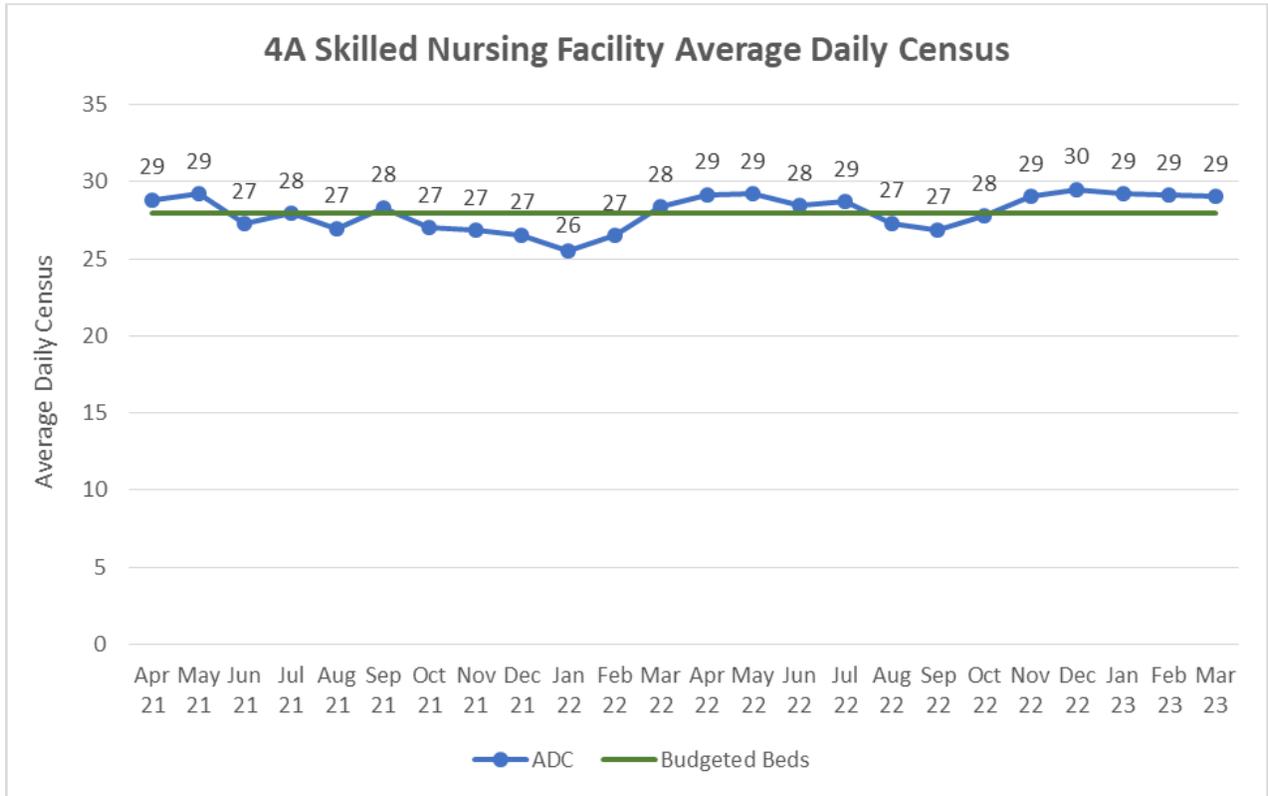
### **4A SKILLED NURSING UNIT**

Average Daily Census for our skilled nursing unit was 29.06, which is 103.80% of our budgeted staffed beds and 96.88% of physical capacity.

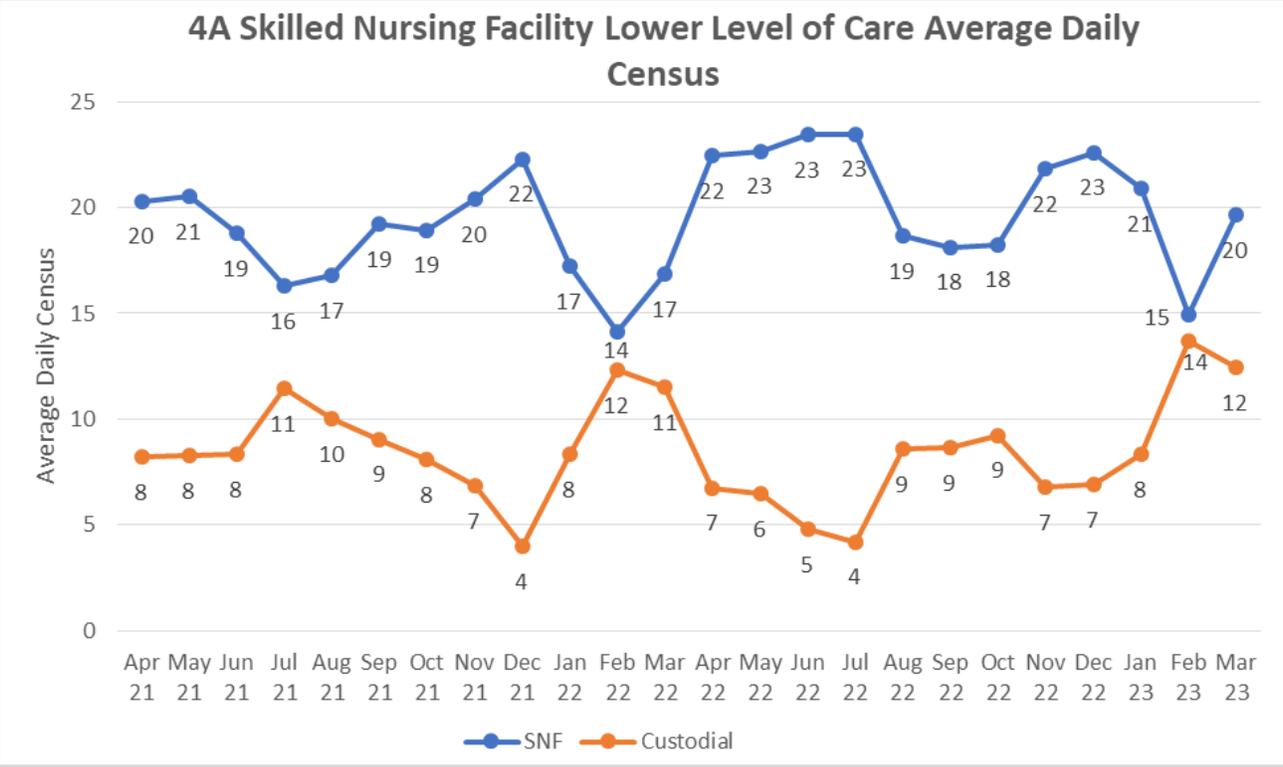
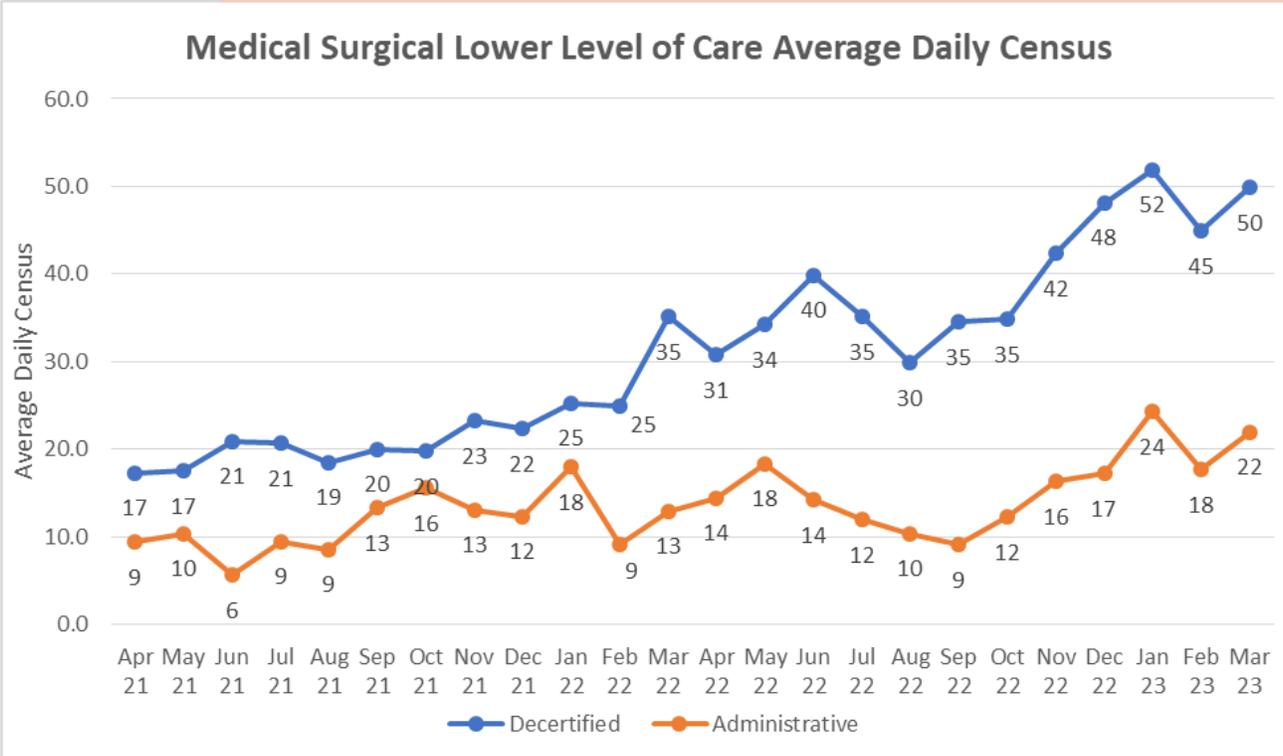
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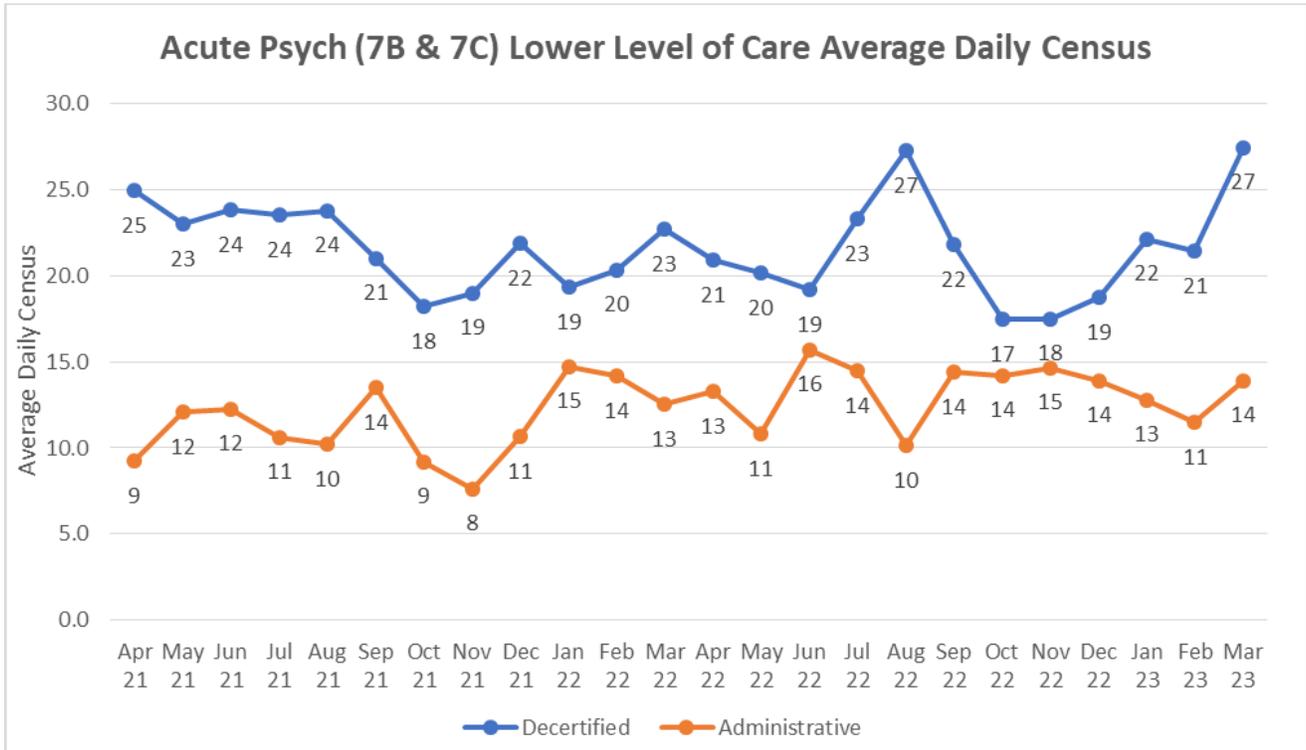




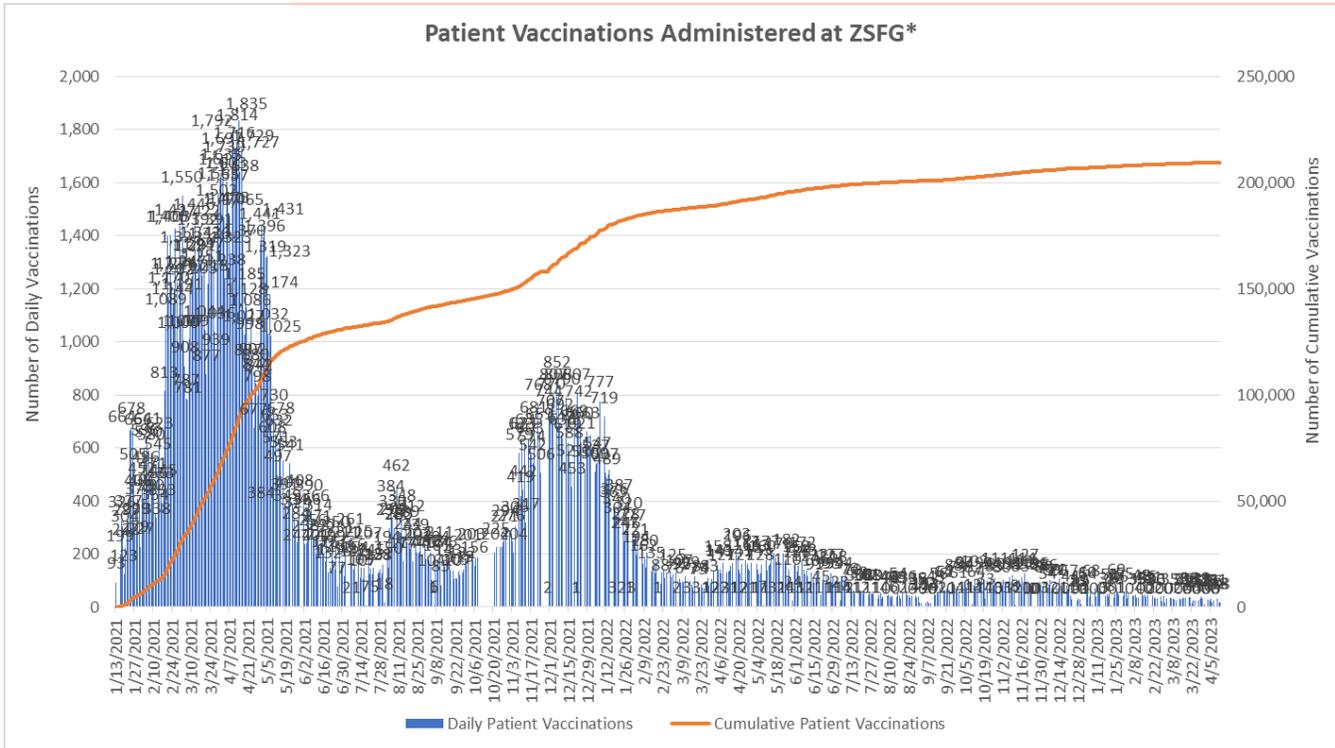


# QUALITY Lower Level of Care Average Daily Census

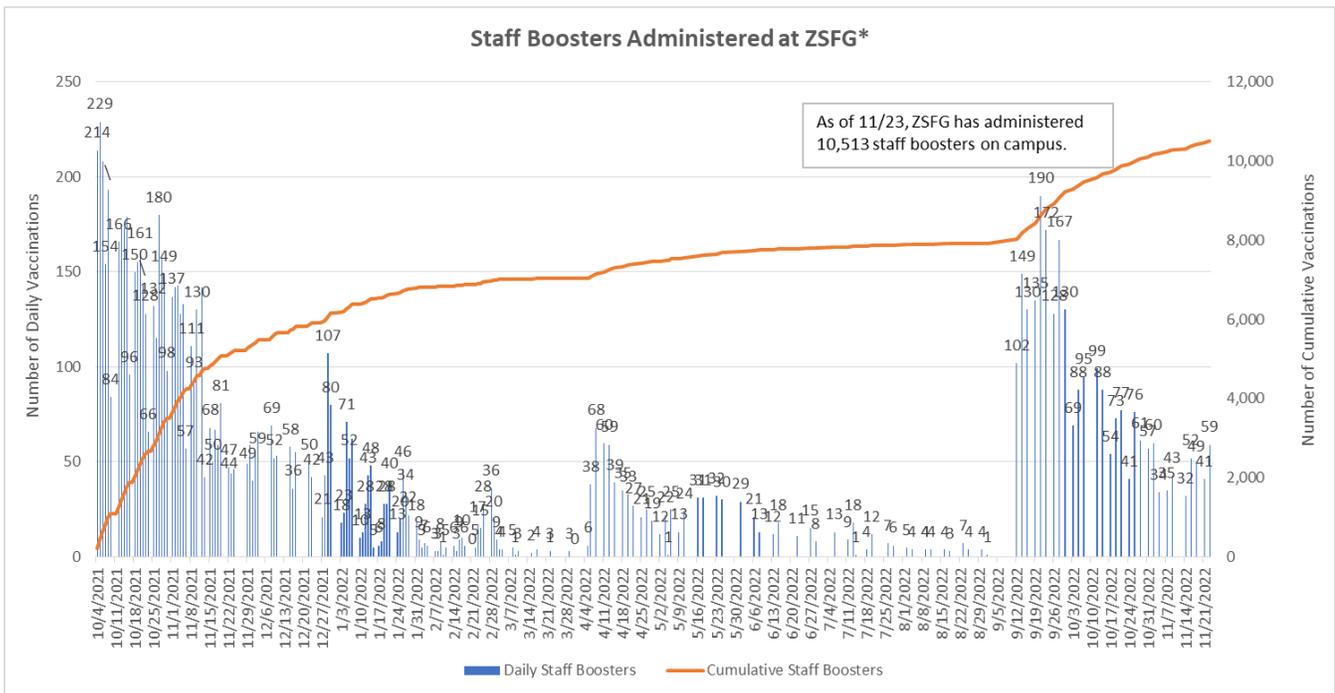




# SAFETY COVID-19 Vaccinations Administered at ZSFG



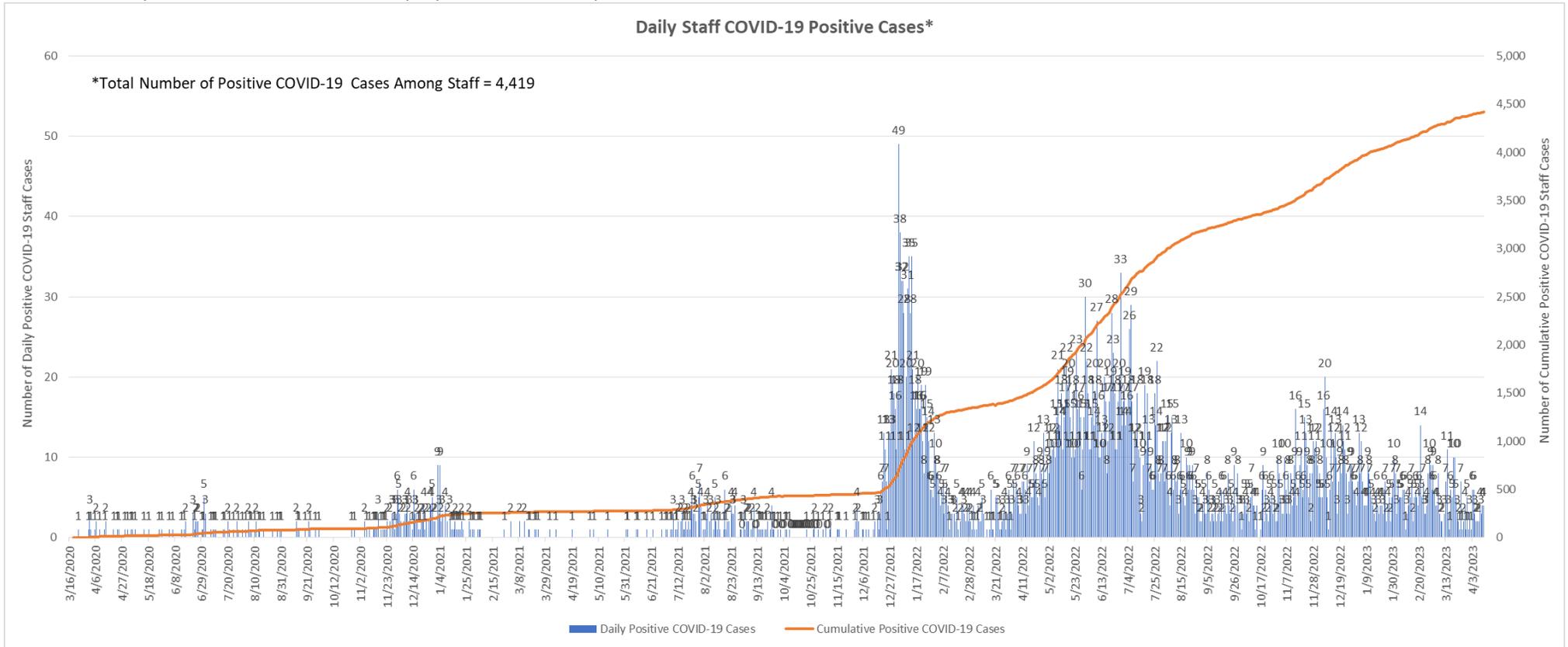
\*Includes network-wide patients and members of the community.



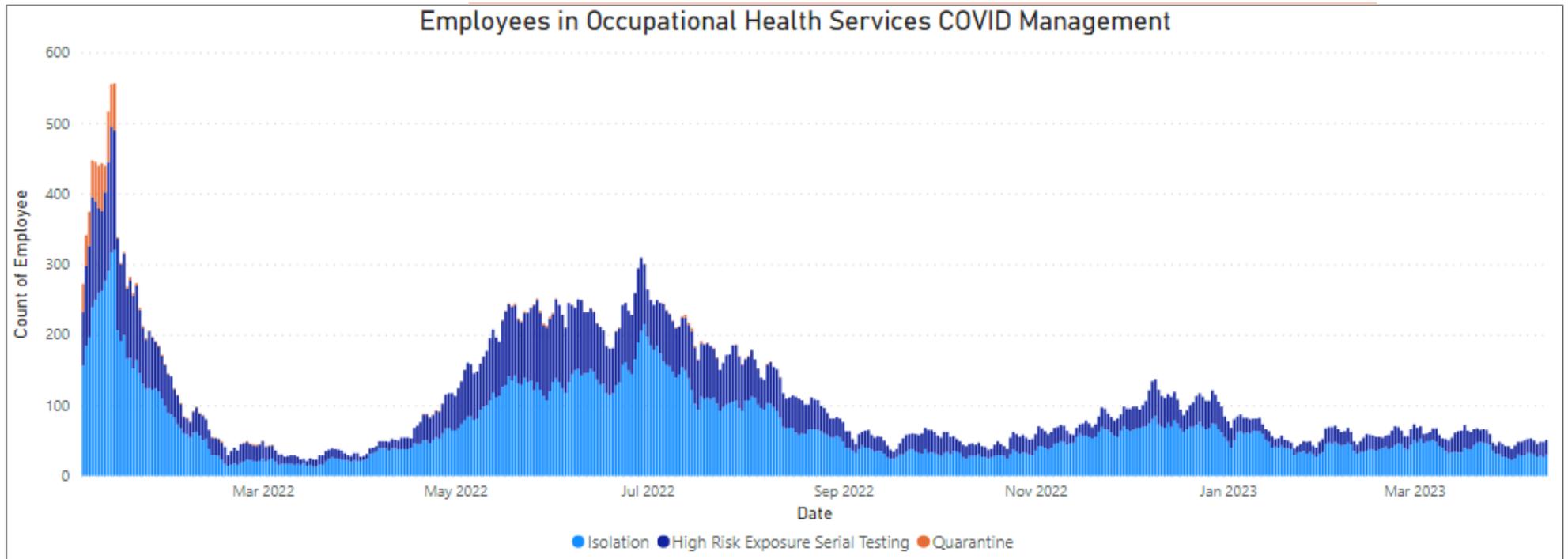
\*Staff Booster data is currently unavailable.

# SAFETY Occupational Health COVID+ Staff Cases

As of April 12, 2023, 4,419 ZSFG employees have tested positive for COVID-19.

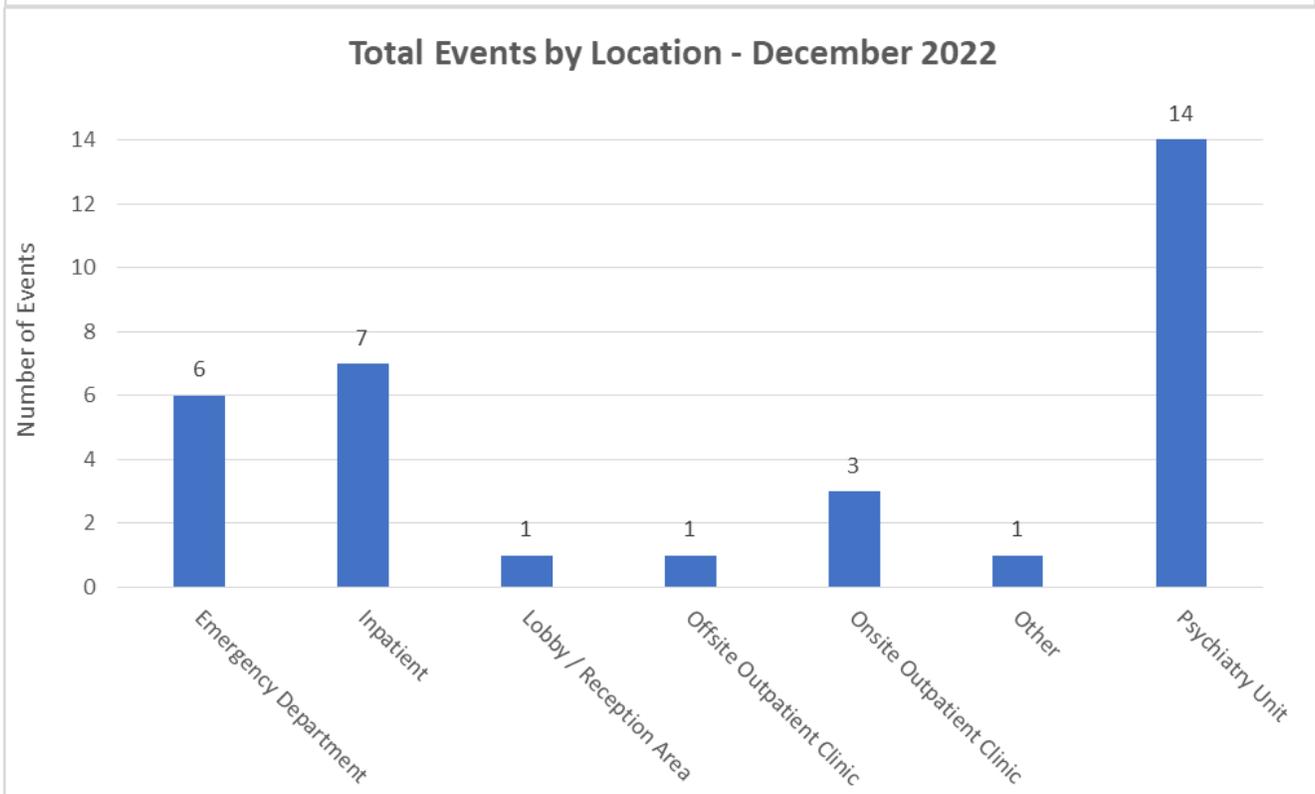
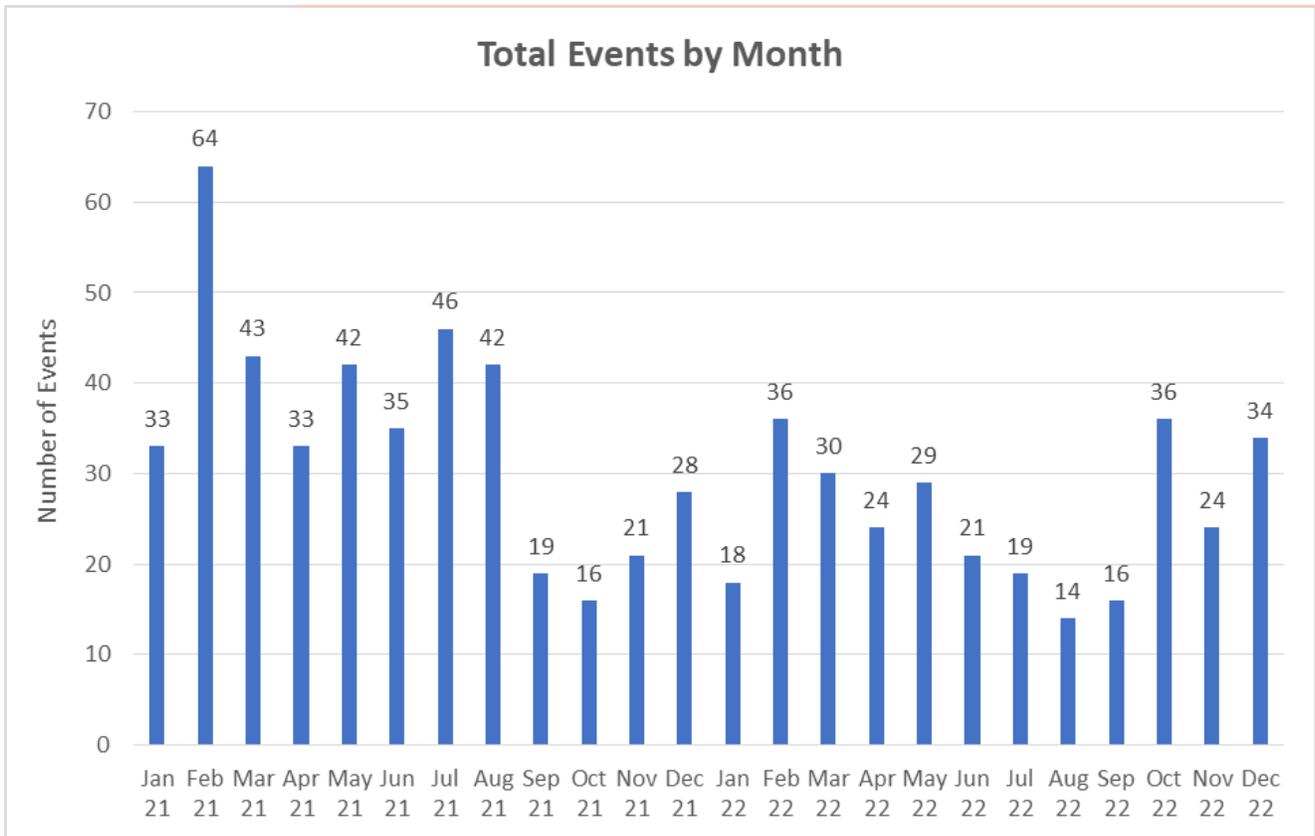


# SAFETY Occupational Health COVID-19 Staff Management



# SAFETY

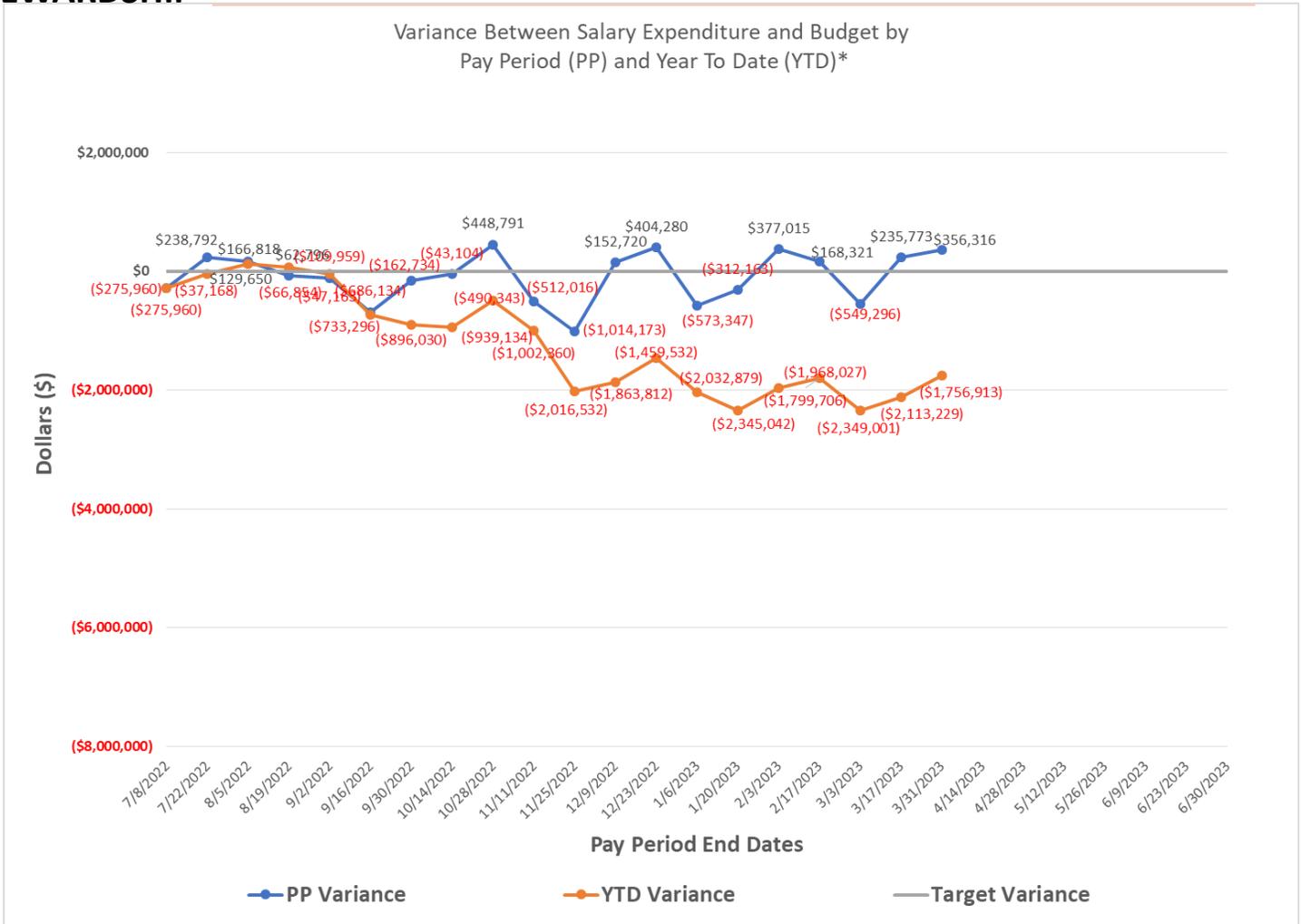
## Workplace Violence Activity\*



\*Workplace Violence data is currently unavailable post-SAFE system go-live.

**FINANCIAL STEWARDSHIP**

**Salary Variance**



**\*Please note that COVID-19 costs are now a part of ZSFG operations and budget.**

Commissioner Comments:

Commissioner Green welcomed Ms. Journagin and Dr. Ortiz in their new roles. She thanked Dr. Winston for the impactful work she accomplished during her tenure.

Commissioner Christian expressed gratitude to ZSFG on the 50<sup>th</sup> anniversary of the Opiate Treatment Outpatient Program. She also acknowledged the incredible need for Black maternal health services and is thankful for the high quality of services provided at ZSFG. She noted the underlying stress all Black people experience and the need for specific services for Black birthing people. Commissioner Green noted that hospitals like ZSFG lead the way in maternal health; it is a scary time in many other states. She encouraged ZSFG to publish and/or find other ways to share their impactful work.

Commissioner Green complimented ZSFG on its diversion rates and lower level of care rates. She noted that the lower level of care situation is out of ZSFG's control due to the need for more options for appropriate discharge placements in San Francisco. She asked how the reopening of Laguna Honda Hospital (LHH) may impact ZSFG's lower level of care rates. Dr. Ehrlich stated that it has been over a year since ZSFG has been able to transfer patients to LHH. When LHH reopens, it may not accept the same cohort it did before, so ZSFG will likely still have difficulty placing many of its patients, due to the complexity of their health and mental health issues.

**5) ZSFG HIRING AND VACANCY REPORT**

Emma Perez, Principal Human Resources Analyst, presented the item.

**Commissioner Comments:**

Commissioner Green asked if newly hired nurses must start on the night shift. Ms. Sanchez stated that based on the MOU between the City and the nurses union, newly hired nurses must start employment at ZSFG on the night shift.

Commissioner Green asked for the average number of time nurses have to work before they can be shifted to the day. Ms. Perez stated that she will report that information at the next ZSFG JCC meeting.

**6) MEDICAL STAFF REPORT**

Lisa Winston, M.D., Chief of Medical Staff, presented the item.

**Commissioner Comments:**

Commissioner Green stated that she knows how difficult it is to ensure that staff complete these critical and time sensitive specialty radiology reports and is in full support of the proposed Radiology Privileges list.

- Action taken:** The Committee unanimously voted to recommend that the Health Commission approve the following:
- Radiology Privileges List

**7) OTHER BUSINESS**

This item was not discussed.

**8) PUBLIC COMMENT**

There was no public comment.

**9) CLOSED SESSION**

- A) Public comments on All Matters Pertaining to the Closed Session
- B) Vote on whether to hold a Closed Session (San Francisco Administrative Code Section 67.11)
- C) Closed Session Pursuant to Evidence Code Sections 1156, 1156.1, 1157, 1157.5 and 1157.6; Health and Safety Code Section 1461; and California Constitution, Article I, Section 1.

**CONSIDERATION OF CREDENTIALING MATTERS****CONSIDERATION OF PERFORMANCE IMPROVEMENT AND PATIENT SAFETY REPORTS AND PEER REVIEWS****RECONVENE IN OPEN SESSION**

1. Possible report on action taken in closed session (Government Code Section 54957.1(a)2 and San Francisco Administrative Code Section 67.12(b)(2).)
2. *Vote to elect whether to disclose any or all discussions held in closed session (San Francisco Administrative Code Section 67.12(a).)*

Action Taken: The ZSFG JCC voted to not disclosed discussions held in closed session.

**10) ADJOURNMENT**

The meeting was adjourned at 4:17pm.